

# BUSINESS PLAN

## THE FISHERMEN'S HALL COMMUNITY DEVELOPMENT PROJECT



**REVISION E – FEBRUARY 2020**

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## 1. Foreword – Executive Summary

- 1.1 This Business Plan refers to the intentions of The Fishermen's Hall Trust (**TFHT**), to develop The Fishermen's Hall at 16 North Pringle Street, Buckie, to serve its current user groups and to ensure its facilities are fit for purpose for many generations to come.
- 1.2 From hereon, the **Trust** will be referred to as "**TFHT**"
- 1.3 The Fishermen's Hall is valued at **£35,000.00**. TFHT are inviting Moray Council to release the building to the community **without cost** by way of a Community Asset Transfer (CAT). This zero cost transfer is mindful of the current valuation of the property as reported by DVS in their valuation of 30<sup>th</sup> September 2019 and also recognises the value of improvements made to the Hall by TFHT and the value of the Fishermen's Hall to the local community.
- 1.4 This Plan describes a brave 5-year programme of development, with a budget cost of **over £500k**, for which outside funding will be applied for to supplement ongoing fundraising activities.

## 2. Background information – Organisation Description

- 2.1 The Fishermen's Hall in Buckie is the second largest community hall in Moray and was built and funded by the fishing community in 1886 for use by the entire AB56 postcode.
- 2.2 The Hall was handed over to the Local Authority in 1975 forming part of its "Common Good Fund" and was operated by Moray Council as a community hall.
- 2.3 TFHT was formed in January 2018, when Moray Council sought to release itself from the burden of maintaining many large public buildings and in response to community concern that the asset might be closed or lost to a developer.
- 2.4 The committee quickly formalized as a registered Scottish Charitable Incorporated Organisation (SCIO) and secured charitable status with the Office of the Scottish Charity Regulator (OSCR) on 15th June 2018.
- 2.5 In July 2018, TFHT were granted a 2-year lease of the building by Moray Council, with a view to pursuing a Community Asset Transfer (CAT)
- 2.6 TFHT has registered a formal "expression of interest" in securing ownership of the building through the CAT scheme and this has been accepted.
- 2.7 The immediate financial needs of operating the Hall on behalf of the community are being met by securing regular hires from user groups and booking occasional lets from individuals and organisations.
- 2.8 TFHT have organised fundraising activities and successfully bid for support from funding bodies and as a result have already undertaken several immediate and small-scale improvements to the fabric of the Hall and the resources within.
- 2.9 These works and other essential tasks have seen an investment in the Hall of circa **£63,000** as of 30<sup>th</sup> September 2019 to date.
- 2.10 To progress the CAT, Interim funding of £16,500 has been secured from the Scottish Land Fund to conduct a Feasibility Study, Business Plan and Building Survey/Valuation.
- 2.11 The activities of the team since being granted custody of the building show what can be achieved by a community resource that listens to and meets the needs of its users.



- 2.12 The creativity and energy of the committee and supporting volunteers have injected weekly life into the Hall and its facilities with a diverse diary of bookings by community groups and a wide range of events serving the interests of the Hall itself.
- 2.13 The constitution for TFTH is attached in the appendices of this Plan



*“never seen community spirit like this for year in our town”*

*“Our hall is the heart of our town”*

### **3 The Fisherman's Hall Trust**

3.1 The committee is entirely voluntary and representative of the community it serves in terms of age, experience and background.

3.2 The executive is made up of Chairman, Secretary and Treasurer, and further volunteers assist as ordinary members.

#### **3.3 TRUSTEE STRUCTURE**

Chairman:

Treasurer:

Secretary:

Committee Members:

#### **3.4 Chairman**

3.5     **Treasurer**

3.6     **Secretary**

3.7 **Committee member**

3.8 **Committee member**

### 3.9 **Committee member**

### 3.10 **Committee member**

3.11 The principle and immediate focus of TFHT is to secure a Community Asset Transfer to retain and guarantee the use of the facilities to meet the needs of the entire community and AB56 district for future generations.

3.12 In pursuing that goal, the following aims and objectives can be declared

- To develop service provision that until now has not been available
- To engage with the wider community and identify user groups not currently served
- To honour user groups who have invested in the Hall for many years
- To raise revenue and capital funds to secure the longevity of the project
- To foster a greater sense of community within the area by bringing folks together for all manner of event, gathering or social opportunity
- To refurbish the entire building over time, in line with current and future uses
- To explore the potential for developing social enterprise
- To attract efficiencies in terms of heat loss, energy use and low carbon/zero carbon renewable technologies to reduce the Hall's carbon footprint
- To realise revenues that enable the employment of paid staff
- To support a range of volunteering opportunities
- To operate in a way that is mindful of the community's needs and which complements rather than competes with other community facilities.

3.13 These aims and objectives are not exhaustive but represent an achievable and measurable target of achievements over the next 5 years and a means for TFHT to monitor progress and measure success.

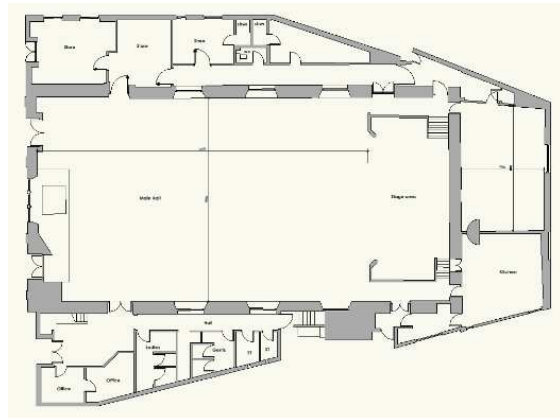
- 3.14 Meetings of the executive committee are held approximately monthly and an AGM convened annually in line with TFHT's Constitution.
- 3.15 The Constitution for TFTH is attached as Appendix 1 of this Plan

***“One vision, one voice, one community”***

#### 4 The Building – Review and Recommendations

- 4.1 The original stone-built building is 133 years old, in good order and a full structural survey and valuation have been completed.
- 4.2 The main hall has an occupancy capacity of 340 allowing up to 300 people to enjoy seated theatrical performances and dining for 220 people in a banquet arrangement.
- 4.3 The facilities were extended in 1981 with the addition of two extension wings bringing the net floor area to 733m<sup>2</sup> and consisting of:

1. Entrance Foyer
2. Main Hall
3. Raised Stage
4. Supper Room
5. Kitchens
6. Dressing Rooms
7. Toilet Facilities (inc disabled)
8. Storage areas
9. Private office
10. Boiler room



- 4.4 The Frontage of the building is ornate and featureful and presents an amenable façade to the otherwise domestic nature of the surrounding households.
- 4.5 The entire building is in need of refurbishment, decoration and repair to various degrees, as follows:
- 4.5.1 **Entrance foyer** – this area was recently completely refurbished by TFHT and does not require any further attention at the moment.
- 4.5.2 **Main Hall** – in good order and frequently used. Heating is dated and inefficient. The gable windows that offer much in terms of amenity have been blocked up historically with various built interventions, including a small balcony and electrical switchgear.

Opportunities for a more efficient heating regime are encouraged by the fact that the two extension wings effectively render the large stone walls of the hall as “internal” walls thereby limiting the normally assumed heat loss that would be encountered in this regard.

Improvements already carried out in the main hall by TFHT include:

- Construction of a mobile bar for use at licensed events
- Replacement of old light fittings with new energy efficient LED lights
- Installation of a cinema screen, projector and sound system
- Purchase of a Marquee to dress the hall for events like weddings

- Purchase of linen, crockery, cutlery and glassware sufficient for 240 place settings

Opportunities for further enhancement include:

- Improvements to the Marquee pulley system
- Electrically operated blackout blinds for the high level windows.
- Ceiling and floor insulation.
- Stratification fans to keep heat at lower levels.
- Formation of chair storage within window recesses
- Heating replaced with an energy efficient system
- Consideration of wall mounted retractable seating
- Removal of the balcony and associated enclosures

- 4.5.3 **Stage** – the stage is not a fixed structure and comprises of several modular units and gantry trussing. The area offered uniquely ample in terms of footprint and constantly used for significant local events and visiting productions.

The stage area is however not enclosed other than by fabric drapes and is detached from associated dressing rooms. The current arrangements would not be considered to comply with DDA requirements (access and safety) and does not offer the power connections commonly demanded by the scale of production associated with a stage of this size, and the lighting is dated and inefficient.

Opportunities for improvement include:

- New wing curtains
- New stage lighting
- Upgraded stage services
- Stage side frontage to allow privacy of movement between stage and dressing areas.
- DDA compliant access

- 4.5.4 **Supper Room** – this area is frequently used by small groups, coffee mornings and committees and is linked to the kitchen by a servery hatch.

£10k of Improvements already carried out by TFHT include:

- A new and refurbished accessible access door from the side lane.
- Redecoration
- Replacement floor covering
- Installation of a projector, screen, laptop and large-screen smart TV

In addition, funding has been sourced to create a side entrance to the Supper Room to make it more accessible so that it can be used in parallel with the main hall.

- 4.5.5 **Kitchens** – The facilities are functional and adequate but will benefit from upgrading when funds allow.

Improvements already carried out by TFHT include:

- Installation of a new dishwasher
- Replacement of kitchen equipment.

Further potential enhancements include:

- Remodel the glass-washing area to create additional storage space

4.5.6 **Dressing Rooms** – these areas are well used by the numerous stage productions and are in need of cosmetic refurbishment.

Opportunities for immediate improvement include:

- Replacement of the counter tops and lighting
- Replacement floor covering
- Redecoration

Longer term, when funds allow, the whole dressing room area would benefit from being completely renovated.

4.5.7 **Toilet Facilities** – This area is in need of significant attention and refurbishment. Whilst a DDA compliant toilet has been fitted, an opportunity exists to redesign the entire area to present a more modern, accessible and amenable space.

Since taking over the running of the Hall TFHT have fitted baby changing facilities

4.5.8 **Storage Areas** – There is a lack of storage throughout the building, especially for use by the organisations hiring the facility.

Opportunities for redevelopment include:

- Conversion of a storage room to a permanent Bar and glass washing area

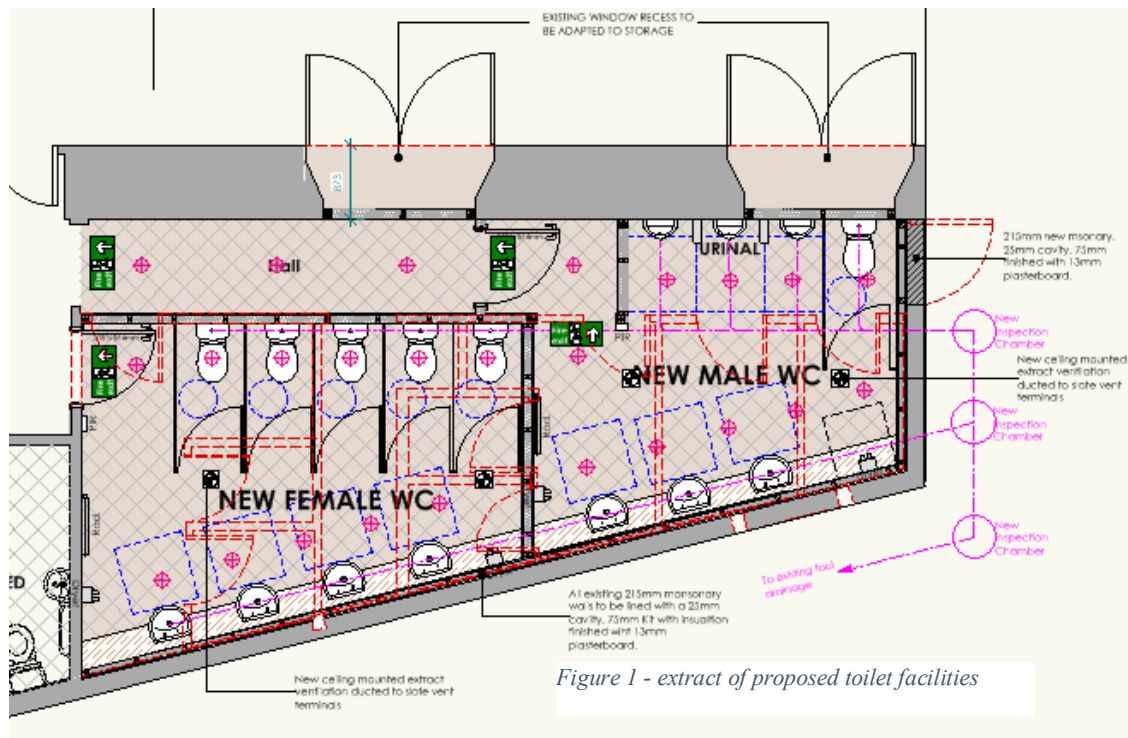
4.5.9 **Private Office & Reception** – this area is adequate and not in need of immediate attention.

4.5.10 **Boiler Room** – The building is currently heated by an old gas boiler located within an external enclosure. The property is not initially suitable for the implementation of many of the renewable energy options available at present, due to the poor nature of the insulated envelope. Once the extent of feasible remedial insulation works are known, a more informed decision can be made on a suitable heating regime and efficiencies and funding sources investigated. In the meantime, certain improvements have been implemented including relocation of control systems and more efficient seasonal timing controls.

Opportunities for early action include:

- Carry out heat loss calculations on all walls, floors and ceilings to arrive at feasible insulation solutions to bring the property up to standard and suitable for low temperature heating options.

- 4.6 TFHT's initial focus is on maintaining and sustaining the facility and increasing usage. Further refurbishment and upgrading activities are dependent on additional hire or fundraising income or new external funding being available.
- 4.7 The above summary of works to be undertaken and those already being executed on site, allow a clear picture of what might be possible and in what time scales.



## 5 The Locality

### 5.1 From the 2011 Census:

- 5.1.1 The Buckie area is a traditional Scottish community of around 13,500 people with just over 8000 living in the town of Buckie itself and the rest in the surrounding villages of Cullen, Findochty, Portgordon and Portnockie.
- 5.1.2 Over 90% of the population of the area are White Scottish and Doric is the language used in daily life.
- 5.1.3 Two thirds of householders own their own homes and most of the rest rent from the Council. 87% live in houses or bungalows and most accommodation is of a good standard and well maintained.
- 5.1.4 Around three quarters of the households in the Buckie area have access to at least 1 vehicle.
- 5.1.5 Compared to elsewhere in Scotland, a slightly higher proportion of people in the Buckie area rate their health to be Good or Very Good. Despite this, levels of smoking, obesity and hypertension are higher than the Scottish figures.
- 5.1.6 The community has a growing elderly population with 28% being aged 60 or older. Linked to this, the Buckie area has a higher incidence of one-person-households and a higher proportion of widows, widowers and surviving partners compared to the rest of Moray and Scotland in general.
- 5.1.7 Compared to the rest of Moray, the Buckie area has higher proportions of people who are unemployed, retired, working part time or looking after family. Fewer local residents are self employed. 70% of the 16 to 74 age group are economically active.
- 5.1.8 There are significantly lower proportions of managers, professionals and associate professionals living in the Buckie area than in Moray or Scotland overall.
- 5.1.9 There are more people employed in low skill jobs in the area compared to other parts of Moray and Scotland. Elementary occupations and process, plant & machine operatives [especially in the food industry] account for almost one third of employment.
- 5.1.10 The main sources of employment undertaken by people living in the area are:
  - Accommodation and food service
  - Agriculture, forestry and fishing
  - Construction
  - Manufacturing [fish & food processing, engineering fabrication, boat building & repair, malting]
  - Mining and quarrying [including oil & gas exploration and production]
  - Transport and storage
  - Wholesale & retail trade and repair of motor vehicles

- 5.1.11 As recently as 1994 there were 900 people employed in the fishing industry in the Buckie area, ie about 1 in every 4 jobs. By the 2011 census less than 100 people in Buckie were employed in agriculture, forestry and fishing combined.
- 5.1.12 The downturn in fishing occurred as offshore oil and gas exploration expanded and a large number of people from the area found work in that sector. Skilled trades occupations are the biggest single occupational group in the Buckie area and have been so since the 2001 census.
- 5.1.13 There has been a long tradition in the area of pupils in the Buckie area leaving school to take up employment. They leave school earlier and with fewer academic qualifications than their counterparts from elsewhere in Moray.
- 5.1.14 The proportion of the Buckie population with a qualification at Degree level or above is significantly lower than elsewhere in Moray, which in turn is lower than Scotland in general.
- 5.2 From the Scottish Index of Multiple Deprivation:
- 5.2.1 The Buckie area includes 17 of the 6976 data zones mapped by the Scottish Index of Multiple Deprivation.
- 5.2.2 There are 4 aspects where the Buckie area data zones fall into the third most deprived areas in Scotland, ie
- Income [as measured by]:
    - Percentage of people who are income deprived and receive certain benefits or tax credits
  - Education [as measured by]:
    - School pupil attendance
    - Attainment of school leavers
    - Working age people with no qualifications: standardised ratio
    - Proportion of people aged 16-19 not in full-time education, employment or training
    - Proportion of 17-21 year olds entering into full time higher education
  - Geographical access [as measured by]:
    - Average drive time to a petrol station, a GP surgery, a post office, a primary school, a secondary school, a retail centre
    - Public transport travel time to a GP surgery, a post office, a retail centre
  - Crime [as measured by]:
    - Recorded crimes of violence, sexual offences, domestic housebreaking, vandalism, drugs offences, and common assault per 10,000 people.

### 5.3 From Buckie Central East Locality Action Plan:

5.3.1 Buckie Central East is one of only 2 areas in Moray selected by the Community Planning Partnership for targeted support to tackle inequalities and improve outcomes. Following extensive consultation with the community, the Locality Action Plan focuses on:

- Three common themes:
  - Mental health and lack of confidence
  - Public transport
  - Appropriate childcare
- Four priority areas:
  - Young people aged 14 to 25 years
  - Learning and life skills [access to opportunities]
  - Connectivity [good transport links and digital access]
  - Community voice [residents empowered to have more influence and control over things that matter to them]

(Sources:

- Buckie ASG/LMG Area Profile Data -  
<http://www.yourmoray.org.uk/downloads/file111139.pdf>
- Summary of Buckie ASG/LMG -  
<http://www.yourmoray.org.uk/downloads/file111627.pdf>
- Community Profile, Buckie Town -  
<http://www.yourmoray.org.uk/downloads/file111149.pdf>
- Scottish Index of Multiple Deprivation -  
<https://simd.scot/2016/#/simd2016/BTTTTT/14/-2.9708/57.6760/> )

## **6 Implications and response to the Demographic pattern**

### **6.1 For the Trust:**

- 6.1.1 The demographic profile of the community may make it more challenging for TFHT to find volunteers willing and able to become Trustees or otherwise support the Trust.
- 6.1.2 Large numbers of people in the community working “offshore” in the oil and gas industry and so being away from home for weeks at a time reduces the pool of people TFHT can call on to commit to regular volunteer activities. The Trust may therefore need to plan work requiring volunteer support so that it can be carried out in intensive blocks to fit rotations ashore.



### **6.2 For activities carried out in the Hall:**

- 6.2.1 An older, traditional community looks to the Hall to provide traditional activities like Coffee Mornings, Soup and Sweet lunches, Tombolas, etc
- 6.2.2 A high proportion of single person households has led to social isolation being an issue for the community. TFHT can help alleviate this by encouraging user groups like Be Active, Live Long (BALL) and by organising activities such as Lunch Clubs where people can meet and mingle.
- 6.2.3 TFHT can help meet the needs of elderly residents by supporting user groups like the indoor bowlers and BALL group, and by organising entertainment which reflects the music and films from the 1940s to 1970s.
- 6.2.4 By encouraging hires from fitness groups, arranging activities like pre-school football and promoting healthy eating at a Lunch Club, TFHT can play a part in helping to combat obesity and hypertension.
- 6.2.5 By developing a wider range of day-time activities the Fishermen's Hall can offer something of interest to retired, unemployed and part time working residents who may be looking for something constructive to do during the day.
- 6.2.6 By providing access to facilities and events which are fairly priced, or by seeking grants and sponsorship to run activities, TFHT can help make them affordable for people on low incomes.
- 6.2.7 Through providing free training to volunteers, TFHT can not only ensure safe operation of the Hall but also increase the skills of individual members of the community.
- 6.2.8 Refurbishment of the Supper Room means the Hall can now promote the venue to commercial training providers and encourage them to deliver locally, supporting enterprise and opening up access to learning for local people.
- 6.2.9 By developing a programme of quality music, drama, comedy and film TFHT will reduce the need for Buckie area residents to travel to other areas for entertainment.

- 6.2.10 Providing activities and entertainment to suit a wide range of ages and diverse interests will give members of the community something positive to do and may divert them from criminality.
- 6.2.11 By considering the needs of special interest groups [eg those wishing to address their mental health] or age groups [eg young people], TFHT can develop and deliver activities and events to suit them.
- 6.2.12 At all stages in the process of retaining the Hall for the common good and working to make it sustainable, TFHT are keen to encourage community involvement and ensure that local residents have their say and opportunities to influence developments.

## 7 The Project Proposals & Development Plan

### 7.1 Development Action Plan

The building	Activities	Organisation
	<b>Year 1 2019-2020</b>	
Carry out essential repairs and refurbishments using existing capital and revenue funds.	<p>Build revenues by planning and implementing a programme of high quality entertainment.</p>   <p>Increase regular and occasional hire income by adding new users through marketing the improved and enhanced facilities.</p>	<p>Complete actions funded through Stage 1 of the Scottish Land Fund by commissioning a Feasibility Study &amp; Business Plan and arranging for a joint valuation of the Hall.</p> <p>Complete the Keystone process.</p> <p>Apply for a CAT.</p> <p>Further develop TFHT by adding to the team of Trustees and increasing the pool of activity volunteers.</p> <p>Employ a casual part time member of staff to carry out caretaking duties to enable Trustees to focus on managing and developing the Hall.</p> <p>Research funders and apply for grants to support development activities.</p> <p>Implement an on-line booking system for events.</p> <p>Identify and put in place appropriate accounting software.</p> <p>Continue to work closely with other community groups to share information and collaborate to mutual advantage.</p>

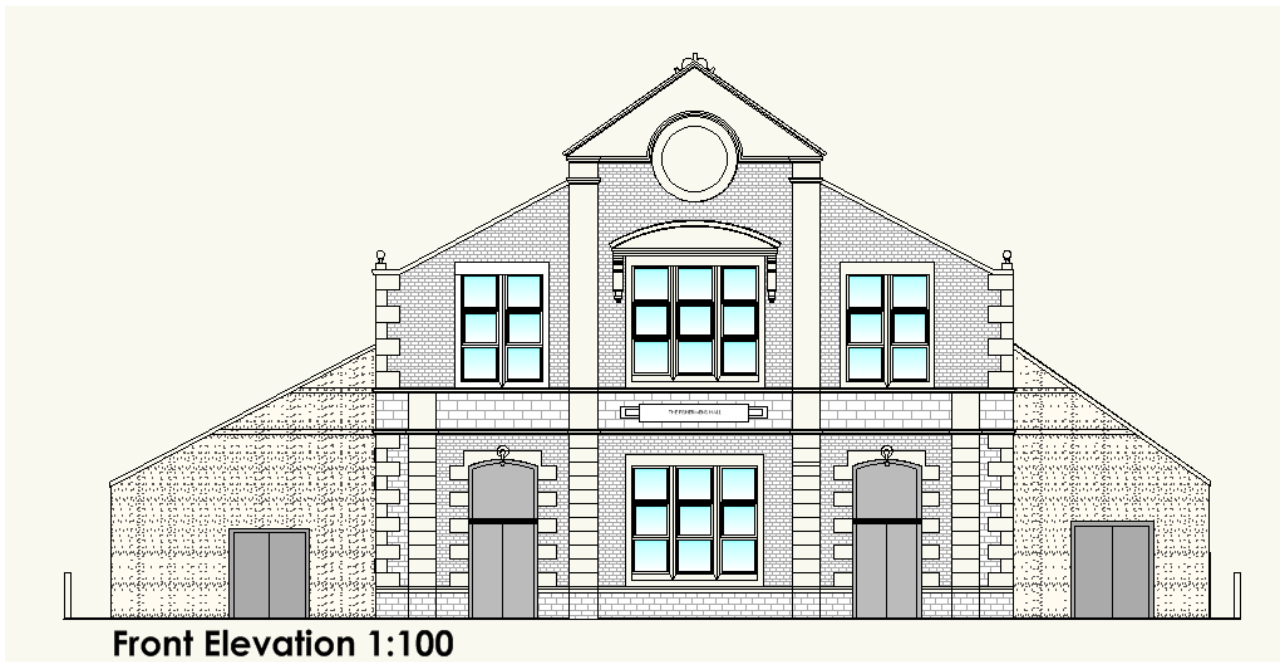
Year 2 - 2020 to 2021		
<p>Plan a phased refurbishment based on the needs and aspirations noted in Section 3 above.</p> <p>Instruct design and specification for stage 1 refurbishment.</p> <p>Raise funds for stage 1 refurbishment.</p> <p>Plan stage 1 works to minimise disruption to Hall users and revenue earning activities.</p> <p>Start stage 1 works.</p>	<p>Build revenues by planning and implementing a programme of high quality entertainment.</p> <p>Increase regular and occasional hire income by adding new users through marketing the improved and enhanced facilities.</p> <p>Increase activity income by establishing new clubs and user groups.</p>	<p>Complete the CAT.</p> <p>Apply for Stage 2 funding from National Lottery or others and include support for staffing.</p> <p>Develop a staffing plan for voluntary and paid staff to ensure all essential and developmental tasks can be carried out effectively by well trained and appropriately rewarded and recognised staff.</p> <p>Research funders and apply for grants to support development activities.</p> <p>Implement stage 1 of the staffing plan.</p> <p>Develop a marketing plan.</p> <p>Implement stage 1 of the marketing plan.</p>

<b>Year 3 - 2021 to 2022</b>		
<p>Complete stage 1 works.</p> <p>Instruct design and specification for stage 2 refurbishment.</p> <p>Raise funds for stage 2 refurbishment.</p> <p>Plan stage 2 works to minimise disruption to Hall users and revenue earning activities.</p> <p>Start stage 2 works.</p>	<p>Build revenues by planning and implementing a programme of high quality entertainment.</p> <p>Increase regular and occasional hire income by adding new users through marketing the improved and enhanced facilities.</p> <p>Increase activity income by establishing new clubs and user groups.</p>	<p>Research funders and apply for grants to support development activities.</p> <p>Implement the staffing plan in line with stage 2 funding</p> <p>Implement the marketing plan in line with stage 2 funding</p> <p>Continue to work closely with other community groups to share information and collaborate to mutual advantage.</p>
<b>Year 4 - 2022 to 2023</b>		
<p>Complete stage 2 works.</p> <p>Instruct design and specification for stage 3 refurbishment.</p> <p>Raise funds for stage 3 refurbishment.</p> <p>Plan stage 3 works to minimise disruption to Hall users and revenue earning activities.</p> <p>Start stage 3 works.</p>	<p>Sustain revenues by continuing to provide quality entertainment, maximising hires and operating clubs.</p> <p>Explore options to develop social enterprise opportunities.</p>	<p>Research funders and apply for grants to support development activities.</p> <p>Continue to work closely with other community groups to share information and collaborate to mutual advantage.</p>
<b>Year 5 - 2023 to 2024</b>		
<p>Complete stage 3 works.</p>	<p>Sustain revenues by continuing to provide quality entertainment, maximising hires, operating clubs, and managing social enterprise opportunities.</p>	<p>Research funders and apply for grants to support development activities.</p> <p>Continue to work closely with other community groups to share information and collaborate to mutual advantage.</p>

- 7.2 Whilst carrying out this Development Plan, TFHT are determined to ensure that their aims and objectives meet the socio-economic needs of the community as well as addressing the environmental responsibilities of operating a large venue such as this.
- 7.3 THFT have been advised in terms of their responsibilities under Construction Design & Management Regulations as they go about their business of implementing the

various construction phases. Their design team will assume the role of Principle Designer and will devolve CDM responsibilities to a Principle Contractor as and where appropriate.

- 7.4 A list of the groups and organisations which have used the Hall in the Trust's first 18 months of operation can be found in **Appendices**.
- 7.5 The exact timing of activities will depend on the availability of funds and the need to react to unforeseen circumstances or changing priorities.



## 8 Risk Analysis

8.1 In the midst of the current successful operation of the Hall, it is important to consider the potential risks that might threaten the Hall and delivery of the Business Plan in these initial five years.

Risk	Probability	Impact	Mitigating action
8.1.1 The number of Trustees and activity volunteers falls too low.	Medium	High	<ul style="list-style-type: none"> <li>•Regular volunteer recruitment drives.</li> <li>•Ongoing promotion of volunteering opportunities via tsiMORAY, TFHT website, and Friends of the Fishermen's Hall social media.</li> <li>•Collaboration with other community groups to share volunteers.</li> <li>•Facilities improved to make them less labour intensive.</li> <li>•Staff employed for key tasks to enable Trustees to focus on managing the facility.</li> </ul>
8.1.2 Income from hires does not cover running costs.	Low	High	<ul style="list-style-type: none"> <li>•Marketing plan to promote the Hall.</li> <li>•Hire charges reviewed to maximise income whilst still providing a community service.</li> <li>•Costs minimised by seeking best value when contracting with suppliers.</li> <li>•Energy inefficient fixtures replaced.</li> <li>•Heat loss minimised by draught proofing and insulation.</li> </ul>
8.1.3 Income from fundraising does not cover essential development work.	Medium	High	<ul style="list-style-type: none"> <li>•At least 6 revenue generating events arranged per year.</li> <li>•Events chosen to attract different ages and interest groups.</li> <li>•Costs closely managed to maximise income.</li> <li>•Alternative sources of funding identified and applied for.</li> </ul>
8.1.4 Insufficient tickets are sold to cover the costs of booked acts	Medium	High	<ul style="list-style-type: none"> <li>•Acts selected based on feedback, known local interest and social media poll results</li> <li>•Marketing plan to promote events and acts.</li> <li>•Online booking system implemented.</li> <li>•Targeted promotion of events to businesses and community groups.</li> <li>•Cancellation procedure in place to minimise loss.</li> </ul>
8.1.5 Venue lacks the	Low	Medium	<ul style="list-style-type: none"> <li>•Cleaning and maintenance standards established and regular rota of work carried out.</li> </ul>

facilities to attract users.			<ul style="list-style-type: none"> <li>• Competition assessed and improvements identified.</li> <li>• Community surveyed and needs / interests identified.</li> <li>• Improvements identified.</li> <li>• Funding sources identified and applied for.</li> <li>• Local businesses encouraged to support the improvements in cash or kind.</li> <li>• Targeted fundraising events held.</li> </ul>
8.1.6 Unable to attract external funding for capital improvements to the facility.	Medium	Medium	<ul style="list-style-type: none"> <li>• Log of potential funders developed and maintained so that alternative sources can be identified and approached.</li> <li>• Links developed and maintained with tsiMORAY and Moray Federation of Community Halls &amp; Associations to ensure known funding opportunities are noted.</li> <li>• Targeted fundraising events held.</li> </ul>
8.1.7 Competition from other local Halls.	Medium	Medium	<ul style="list-style-type: none"> <li>• Ongoing dialogue with other local community halls to ensure activities are complementary rather than competitive.</li> <li>• Competition assessed and gaps identified.</li> <li>• Community surveyed and needs / interests identified.</li> <li>• Unique selling points and niche areas identified and developed.</li> <li>• Events and ongoing activities arranged in partnership with other local groups.</li> </ul>
8.1.8. Regular users cease to use the Hall because they have been inconvenienced by having to vacate the Hall to make way for occasional high-value lets	Low	Medium	<ul style="list-style-type: none"> <li>• Dates negotiated for high-value lets to minimise clashes as much as possible.</li> <li>• Hirers' responsibilities clearly laid out in the Terms &amp; Conditions of hiring.</li> <li>• Maximum warning given to regular users in the event of a clash.</li> <li>• Alternative venue arrangements suggested.</li> </ul>
8.1.9 Trustees and activity volunteers lack the skills and knowledge to	Low	High	<ul style="list-style-type: none"> <li>• Skills and training needs analyses carried out.</li> <li>• Training opportunities identified and delivered.</li> <li>• Facilities "how to" key information document developed.</li> </ul>

operate the facility.			<ul style="list-style-type: none"> <li>•Events “how to” key tasks and contacts document developed.</li> <li>•Expertise contracted in where necessary.</li> </ul>
8.1.10 Essential policies and procedures are not in place.	Low	High	<ul style="list-style-type: none"> <li>•Registered as a SCIO to limit Trustees' liability.</li> <li>•Keystone process completed.</li> <li>•Links developed and maintained with Council Community Support Unit, tsiMORAY, and Moray Federation of Community Halls &amp; Associations to ensure awareness of changes to statutes.</li> <li>•Trustees allocated lead areas of responsibility.</li> <li>•Operating handbooks written.</li> </ul>
8.1.11 The building suffers serious damage requiring major repairs.	Low	High	<ul style="list-style-type: none"> <li>•Key insurance policies purchased.</li> <li>•Regular maintenance checks carried out on building and alarm systems.</li> </ul>
8.1.12 Essential / high value equipment is stolen or damaged.	Low	High	<ul style="list-style-type: none"> <li>•Key insurance policies purchased.</li> <li>•All keys logged and accounted for.</li> <li>•Hirers' responsibilities for building security and safety clearly laid out in the Terms &amp; Conditions of hiring.</li> </ul>
8.1.13 Hall users are seriously injured or become ill after a catered event.	Low	Medium	<ul style="list-style-type: none"> <li>•Key insurance policies purchased.</li> <li>•First Aid Kits made available and kept up to date.</li> <li>•SIA Licensed Door Stewards used for all licensed events.</li> <li>•Catering volunteers trained in Elementary Food Hygiene</li> <li>•A nominated Trustee always on duty.</li> <li>•Hirers' responsibilities for health &amp; safety clearly laid out in the Terms &amp; Conditions of hiring.</li> </ul>
8.1.14 Revenue is lost when the venue is closed for maintenance / renovation.	Low	Low	<ul style="list-style-type: none"> <li>•Renovations timed for periods of lower use.</li> <li>•Work planned to minimise downtime.</li> <li>•Funds set aside to cover running costs for the closure period.</li> </ul>

## 9 Financials

- 9.1 TFHT aims to manage use of the venue with the firm intention of balancing the need for Capital fundraising with the need to provide affordability and good value for the community.
- 9.2 The committee has categorised activities carried out by TFHT into 3 groups:

**[1]** events run to support the community which will break even or realise only a small profit eg tea dances, children's games / lego clubs, luncheon club, film nights

**[2]** low level fundraisers to support hire income and defray running costs, eg tombolas, quiz nights, soup and sweets, etc

**[3]** high level fundraisers to support improvements and projects, eg licensed music and comedy events

- 9.3 The business plan has been configured to account for the lowest likely income streams.

- 9.4 As of 30<sup>th</sup> September 2019 TFHT currently has **£25,637.24** in unrestricted funds

- 9.5 Accounting taken to year ending 31<sup>st</sup> March 2019 shows

- Unrestricted Operating Income to date **£56,178.00**
- Unrestricted Expenditure **£23,189.00**
- Unrestricted Surplus **£34,191.00**

- 9.6 An additional **£4,817.40** are restricted grants from external funders provided for specific projects.

- 9.7 Accounting taken to year ending 31<sup>st</sup> March 2019 shows

- Restricted Grant Income to date **£37,172.00**
- Restricted Grant Expenditure **£32,354.60**
- Unspent Grant Income **£4,817.40**

- 9.8 Income and expenditure projections are attached in **Appendices**.



## Project Cost

9.9 All works to be undertaken using funded income streams will be subject to competitive tender by local suppliers and contractors. In the meantime, certain unqualified estimations can be arrived at in terms of the various portions of work described in **section 4**.

9.10 Capital works proposals (stages 1, 2 & 3) will only be activated as funds allow.

**2019-2020 - Dev & Action Plan** – implement stage 1 SLF feasibility study (business plan, valuation, CAT application, staffing, online booking system, accounting systems) apply for stage 2 funding (purchase and staffing)

Professional fees/costs	By whom	Notes	amount
Architectural & Town Planning fees	CM Design	SLF funded consultancy services	£12,500.00
Surveyors fees	DVS	Property valuation for CAT process	£2000.00
Accounting systems	tba	Software purchase and fees	£tba
Online booking system	Tba	Software, website development	£tba

**2020-2021 - Dev & Action Plan** – secure consent and tender for stage 1 capital works (bar & south wing works, main hall heating) start stage 1 capital works

Architectural & Town Planning fees	CM Design Estimated	Detailed application work relating to <b>stage 1 capital works</b>	£2,500.00
		Tender and contract management for <b>stage 1 capital works</b>	£2,500.00
Structural Engineers fees	Mckenzie Willis Estimated	To certify structural opening to form bar area	£2,000.00
Local Authority fees	Moray Council Estimated	Building Warrant fee for bar works	£600.00
Implement <b>stage 1 capital works</b> – Bar & south wing renovations	Estimated	To form new opening and create new spaces and compliance	Bar - £20,000.00 Dressing rooms etc - £20,000.00

**2021-2022 - Dev & Action Plan** – impliment stage 2 purchase and staffing proposals, secure consent and tender for stage 2 capital works (toilet refurbishment) start stage 2 capital works

Architectural & Town Planning fees	CM Design <b>Estimated</b>	Detailed application work relating to <b>stage 2 capital works</b>	£2,500.00
		Tender and contract management for <b>stage 2 capital works</b>	£2,500.00
Local Authority fees	Moray Council <b>Estimated</b>	Building Warrant fee for bar works	£600.00
Implement <b>stage 2 capital works</b> – Bar & south wing renovations	<b>Estimated</b>	To strip out existing sanitary provision and replace with new proposals	£60,000.00
TFHT	TFHT	Stage 2 funded staffing proposals	<b>£tba</b>
TFHT	TFHT	Stage 2 funded marketing proposals	<b>£tba</b>

**2022-2023 - Dev & Action Plan** – secure consent and tender for stage 3 capital works (main hall, heating, stage ) start stage 3 capital works

Architectural & Town Planning fees	CM Design <b>Estimated</b>	Detailed application work relating to <b>stage 3 capital works</b>	£2,500.00
		Tender and contract management for <b>stage 2 capital works</b>	£2,500.00
Local Authority fees	Moray Council <b>Estimated</b>	Building Warrant fee for bar works	£600.00
Implement <b>stage 3 capital works</b> – Bar & south wing renovations	<b>Estimated</b>	stage refurb Heating proposals Renewables Insulation regime Seating and storage	£150,000.00

9.11 More details of income and expenditure are shown in **Appendices**.

## 10 Community

- 10.1 TFHT has carried out extensive and often described “enjoyable” consultation with their current users and wider community.

### Dates of consultation and survey

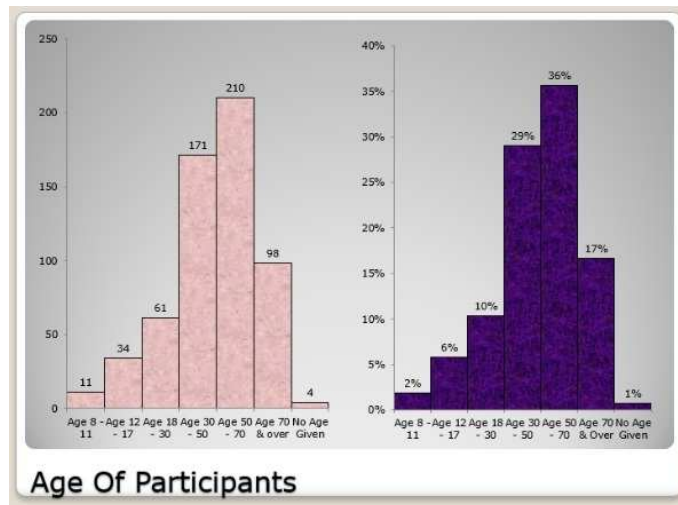
- February 2018 - Hall & Community survey
- March 2018 - Community Consultation
- May 2018 - Children's Survey
- June 2018 - Community Cafe Consultation
- October 2018 - User Group Survey
- March 2019 - Neighborhood Survey

This included an initial public meeting attended by 120 people, 2 café style meetings, making available an online questionnaire, getting paper questionnaires completed at various events, collaborating with local schools to conduct a survey of pupils, visiting householders in the immediate vicinity of the Fishermen's Hall, asking user groups for their views, and commissioning consultants to lead a large public consultation event.

- 10.2 The following charts clearly demonstrate the demographic, the age and the wholehearted support of those consulted.

- 10.3 Almost 600 people contributed to early public consultations with an encouraging age and gender range which went to contribute effectively to aims and objectives of the team.

- 10.4 Numerous letters of support were received from individuals, nearby households, businesses, licensed premises, community groups, Hall users and individuals. See Appendices for examples.

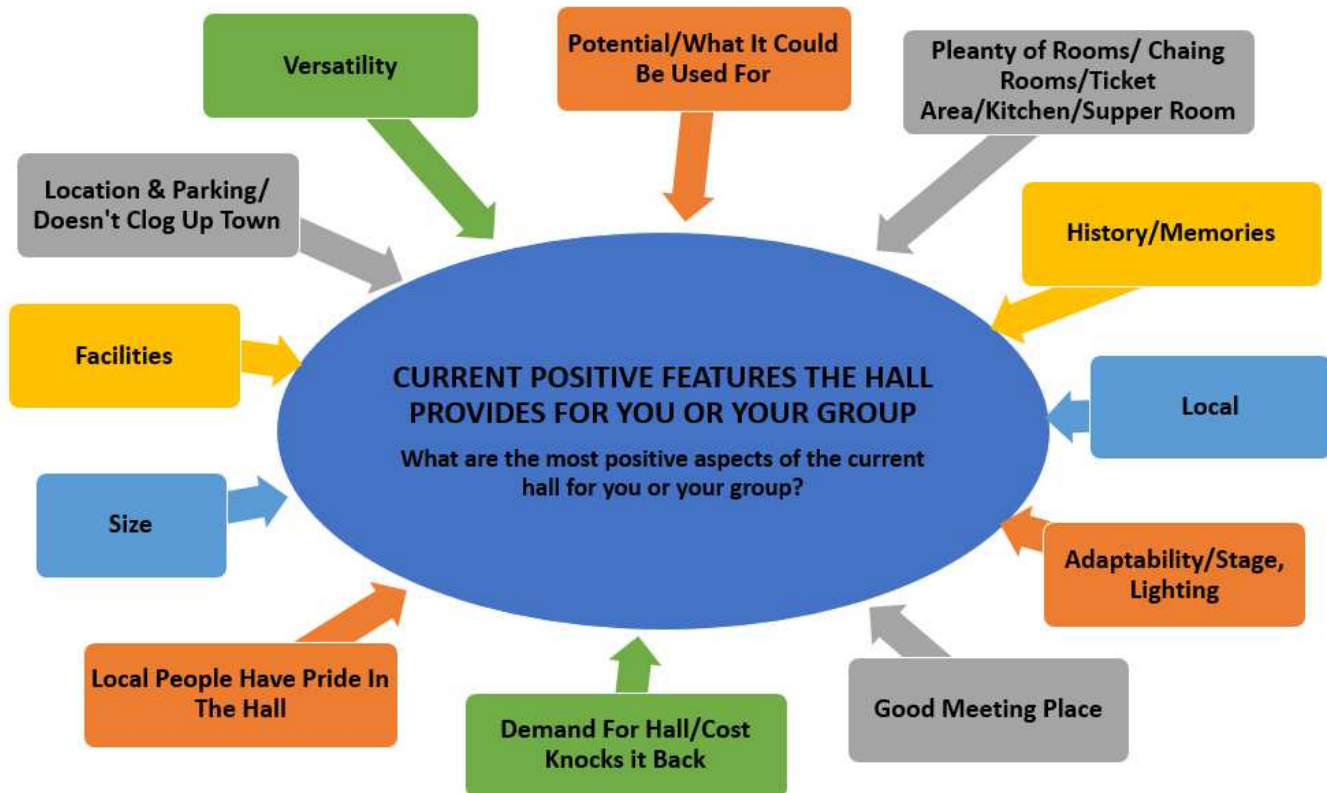


-See appendices for larger format charts

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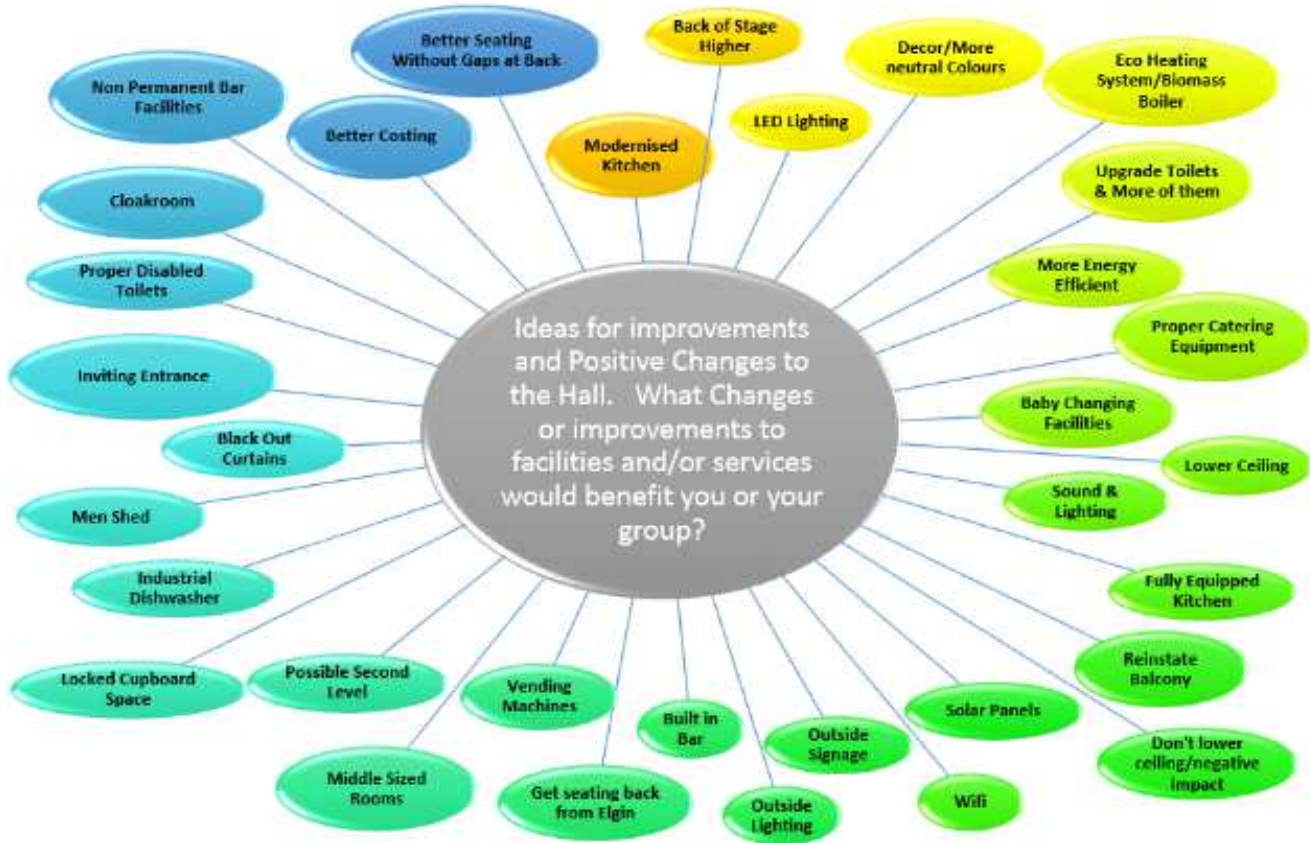
- 10.5 Early consultation looked at the merits of the current venue, its spaces and provision. The only feedback that could be determined as negative was with regard to the cost of hiring the Hall and this is examined in the Risk Analysis section of this Plan (See Section 7)

10.6 The following chart helps to summarise the comments received from those consulted.



10.7 Ideas for future development were invited and a broad range of ideas were received. The team have already implemented a large percentage of the ideas suggested and are actively inviting user groups to take up the challenge of filling in any missing service provision that cannot be implemented in-house.

10.8 The following chart helps to summarise the ideas suggested in early consultations.

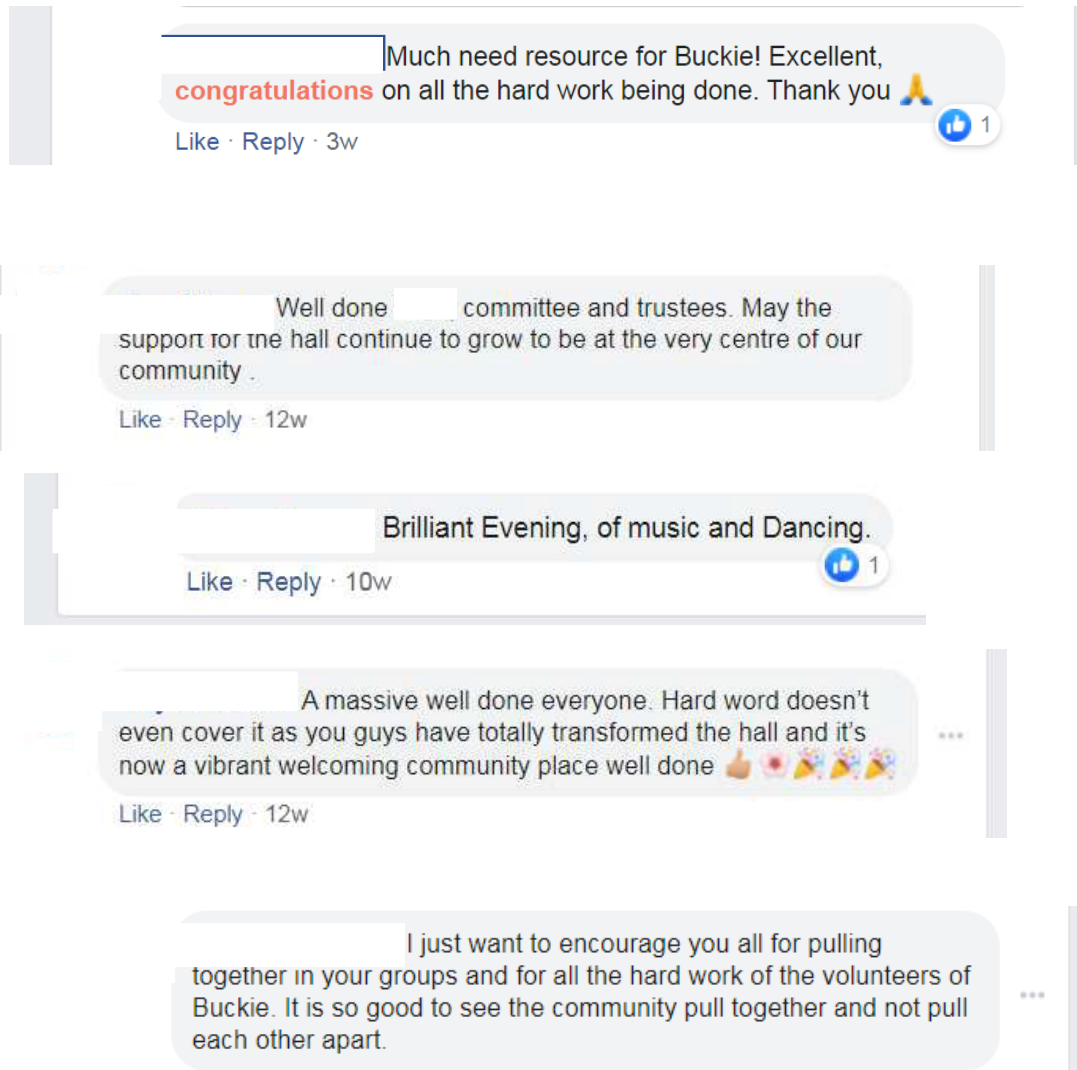


10.9 Communication with the community is ongoing through a wide range of routes, including:

- The Fishermen's Hall website
- Friends of the Fishermen's Hall Facebook page
- Newsletters
- Marketing leaflets
- Posters
- The information noticeboard outside the Hall
- Volunteer invitation events
- Participation in community meetings
- Collaboration with other community groups and charities
- Gathering feedback after entertainment events, many of which have been sold out
- Providing regular updates to local Councillors

- Maintaining regular contact with Buckie & District Community Council and Buckie Area Forum.
- First Anniversary Open Weekend

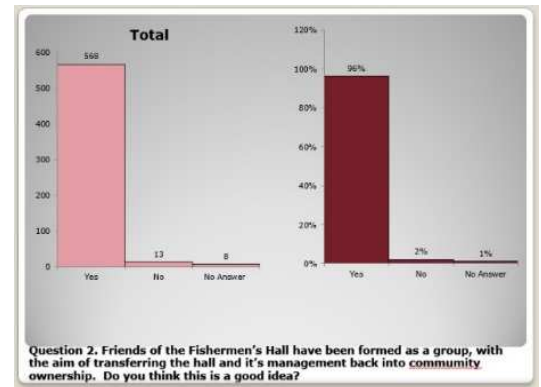
10.10 Some extracts of comments from the community on social media are shown below.



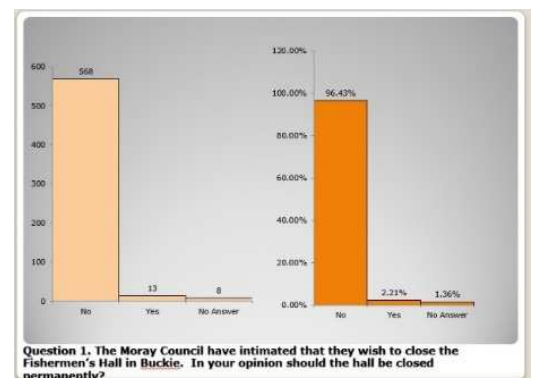
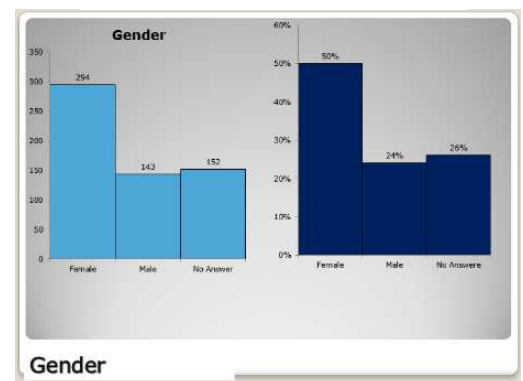
## 11 Benefits to the Community

### 11.1 Economic Development

- Developing the facility to make it more versatile and attractive to business users, eg installing a large screen, projector and sound system, creating a new side entrance to the Supper Room, installing a flat screen TV for business and training presentations, purchasing hotel standard linen and table settings
- Providing an affordable large Hall for use by small businesses, eg Blitz Fitness, Theatre of Dreams dance group
- Collaborating with small businesses to stage community activities, eg Children's Inflatables Fun Day
- Providing a business meeting room suitable for use by training providers
- Encouraging established businesses to make use of the facility, eg Walkers Shortbread recruitment events
- Organising events which will attract visitors to the town, eg by booking bands and tribute acts
- Promoting the venue for weddings, dinners, birthday parties, etc and encouraging the use of local DJs, bands, caterers, florists, etc
- Contracting with local trades people to carry out development and maintenance work
- Using local suppliers for goods and services
- Using local businesses as a ticket outlet to encourage more people and potential customers into their premises



-See appendices for larger format charts



## Regeneration

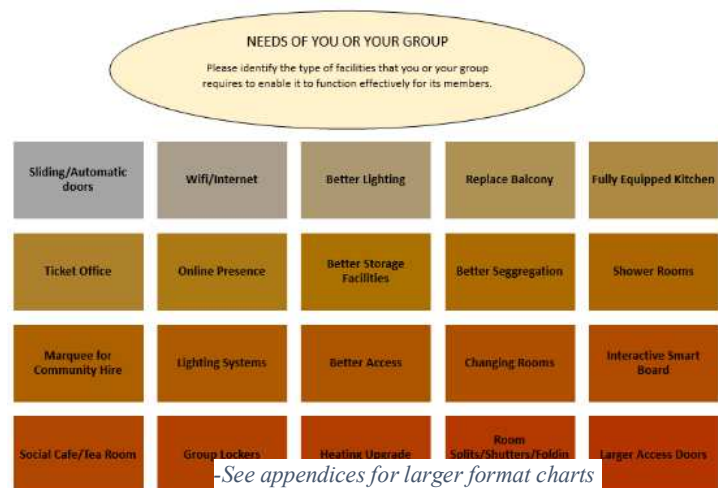
- Developing Social Enterprise activities to support the facility
- Improving the fabric and facilities of an historic building
- Providing an affordable venue for small start-up businesses

### 11.2 Health

- Collaborating with charities and community groups to run activities for key groups, eg "Lets do Lunch" with Crossroads Care
- Providing a venue for groups providing fitness and dance classes to young people and adults, eg Blitz Fitness, Theatre of Dreams
- Encouraging exercise from an early age by supporting pre-school sporting activities
- Encouraging exercise in old age by supporting the Be Active, Live Longer (BALL) group
- Seeking regular hires by relevant organisations, eg SBTS Blood Donors
- Organising special interest activities, such as film nights featuring classics from 50 years ago for the benefit of care home residents and dementia support groups

### 11.3 Social Wellbeing

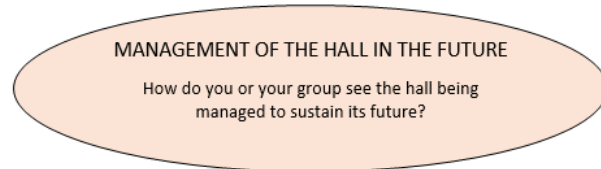
- Helping to combat social isolation by encouraging regular use of the venue by groups with a large membership aged 50+, eg Buckpool BALL group, indoor bowlers, Buckie Choral Union
- Supporting intergenerational activity by providing facilities for Buckie Community Theatre to present musical shows and pantomimes, and the Scottish Country Dance Group to work with local Primary School pupils.
- Providing a venue for charities and community organisations working with disadvantaged groups, eg Action for Children's Summer Holibob Club
- Organising community social events, eg Christmas Party, Burns Night, Quiz Night, Tombola
- Supporting community groups with their activities by providing a bar or refreshments, eg Primary Schools joint P7 Disco
- Collaborating with community groups and other charities to run joint events, eg Red Cross 80s Rewind disco, Buckie Arts and Crafts Group Craft Fair



- Providing a venue for groups to celebrate achievements and success, eg Buckie High School annual Prize Giving, I-Dance annual showcase
- Providing volunteering opportunities
- Working with other charities and community groups to promote volunteering and community engagement in the wellbeing and prosperity of the Buckie area, eg Buckie Central East Locality Action Plan

#### 11.4 Environmental Wellbeing

- Providing quality social activities locally to reduce the need to travel to other areas
- Maintaining a key building in a residential area
- Reducing the Hall's carbon footprint by replacing old light fittings with LED ones
- Managing heating to save energy when the building isn't in use
- Improving recycling by encouraging users to sort and dispose of waste correctly
- Using web based communication and marketing to reduce print waste
- Maintaining the area around the Hall to keep it free of weeds and litter



Charitable Status Not For Profit
Holiday Programme For Kids
Volunteer Sub Groups Needed
Christmas Kraker Here This Year
Involve Schools In Activities
Price Reduction/More Would Use
Renewable Energy
Use Volunteer Tradesmen or Caretaker P/T With Skills
Cafe Through Back As A Social Kitchen, Meals on Wheels/Food Bank
Represented by the Community
Success Of The Building Breeds Success
Involve Children And Young People
Reduce Maintenance Costs By Better Isulation/Heating/Lighting
Charity & Social Enterprise/EG. Training Venue/Conferences
Paid Manager Driven By Success
Smaller Room Could Be Used For Variety of Purposes
Better Use of Spae To Maximise Letting Potential And Earnings
Committee To Run Building. Need A Local Caretaker
Meals On Wheels Venture
Advertising

-See appendices for larger format charts

# **APPENDIX 1**

## **CONSTITUTION OF**

### **Fishermen's Hall Trust**

### **SCIO**

**ADOPTED ON 3<sup>rd</sup> May, 2018**

# CONSTITUTION OF

## Fishermen's Hall Trust

### SCIO

<b>CONTENTS</b>		
<b>GENERAL</b>	Definitions, Name, Office, Community Definition & Purposes, Powers, General Structure	Clauses 1-6
<b>MEMBERS</b>	Membership, Application for membership, Membership Subscriptions, Re-Registration of Members, Liability, Cessation, Register of Members, Associates	Clauses 7-20
<b>DECISION-MAKING BY MEMBERS</b>	General Meetings, Chairperson, Quorum, Voting, Adjournment	Clauses 21-31, Schedule 1
<b>BOARD (CHARITY TRUSTEES)</b>	Management by the Board, Interim Board, Composition, Elected, Appointed and Co-opted Charity Trustees, Vacancy, General Duties, Code of Conduct, Register of Trustees, Termination	Clauses 33-48,
<b>DECISION-MAKING BY CHARITY TRUSTEES</b>	Chairperson, Board Meetings, Voting, Sub Committees	Clauses 49-57
<b>ADMINISTRATION &amp; FINANCE</b>	Constraints on payments, Personal interests, Office Bearers, Finances & Accounts, Execution of Documents, Notices, Records of meetings, Indemnity, Alteration to Clauses, Dissolution	Clauses 58-72

Charities and Trustee Investment (Scotland) Act 2005

**Constitution  
Of  
Fishermen's Hall Trust**

In this constitution, the following definitions apply throughout:

- **"2005 Act"** means the Charities and Trustee Investment (Scotland) Act 2005 and every statutory modification and re-enactment thereof for the time being in force.
- **"AGM"** means an Annual General Meeting.
- **"Board"** means the Board of Charity Trustees.
- **"Charity"** means a body entered in the Scottish Charity Register as defined under section 106 of Charities and Trustee Investment (Scotland) Act 2005.
- **"Charity Trustees"** means the persons having the general control and management of the Organisation.
- **"Clauses"** means any clause.
- **"Clear days"**, in relation to notice of a meeting, means a period excluding the day when notice is given and the day of the meeting.
- **"Community"** has the meaning given in clause 4.
- **"GM"** means a General Meeting.
- **"Group"** means those other organisations (incorporated or not) that are not this organisation .
- **"Individual"** means a human/person.
- **"Members"** means those individuals and groups who have joined this organisation.
- **"Organisation"** means the SCIO whose constitution this is.
- **"OSCR"** means the Office of the Scottish Charity Regulator"
- **"Property"** means any property, assets or rights, heritable or moveable, wherever situated in the world.
- **"SCIO"** means Scottish Charitable Incorporated Organisation.
- **"them"** and **"their"** refer to individuals or groups (either he, she or they).

Words in the singular include the plural and words in the plural include the singular.

## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

	These Clauses supersede any model clauses. Any words or expressions defined in the 2005 Act shall, if not inconsistent with the subject or context, bear the same meanings in the Clauses.
	The Schedule to these Clauses is deemed to form an integral part of these Clauses.



## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

	NAME
1	The name of the organisation is "Fishermen's Hall Trust.
2	The Organisation will, upon registration, be a Scottish Charitable Incorporated Organisation (SCIO).
	REGISTERED OFFICE
3	The principal office of the organisation will be in Scotland (and must remain in Scotland).
	DEFINITION OF COMMUNITY AND PURPOSES
4	The Organisation has been formed to benefit the community of Buckie and district: to any individual who is currently a resident in the postcode area AB56. (the "Community"), with the following purposes (the "Purposes"):
4.1	To provide and advance the accessibility of recreational facilities, by owning, managing and maintaining the Fishermen's Hall, Buckie.
	POWERS
5	The SCIO has power to do anything which is calculated to further its purposes or is conducive or incidental to doing so. In particular, (but without limiting the range of powers available under the 2005 Act), the SCIO has power:
5.1	to encourage and develop a spirit of voluntary or other commitment by, or co-operation with, individuals, unincorporated associations, societies, federations, partnerships, corporate bodies, agencies, undertakings, local authorities, unions, co-operatives, trusts and others and any groups or groupings thereof willing to assist the Organisation to achieve the Purposes;
5.2	to promote and carry out research, surveys and investigations and to promote, develop and manage initiatives, projects and programmes;
5.3	to provide advice, consultancy, training, tuition, expertise and assistance;
5.4	to prepare, organise, promote and implement training courses, exhibitions, lectures, seminars, conferences, events and workshops, to collect, collate, disseminate and exchange information and to prepare, produce, edit, publish, exhibit and distribute clauses, pamphlets, books and other publications, tapes, motion and still pictures, music and drama and other materials, all in any medium;
5.5	to purchase, take on lease, hire, or otherwise acquire any property suitable for the organisation;

## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

5.6	to construct, convert, improve, develop, conserve, maintain, alter and demolish any buildings or erections whether of a permanent or temporary nature, and manage and operate (or arrange for the professional or other appropriate management and operation of) the organisation's property;
5.7	to sell, let, hire, license, give in exchange and otherwise dispose of all or any part of the property of the organisation;
5.8	to establish and administer a building fund or funds or guarantee fund or funds or endowment fund or funds;
5.9	to employ, contract with, train and pay such staff (whether employed or self-employed) as are considered appropriate for the proper conduct of the activities of the organisation;
5.10	to take such steps as may be deemed appropriate for the purpose of raising funds for the activities of the organisation;
5.11	to accept subscriptions, grants, donations, gifts, legacies and endowments of all kinds, either absolutely, conditionally or in trust;
5.12	to borrow or raise money for the Purposes and to give security in support of any such borrowings by the organisation and/or in support of any obligations undertaken by the organisation;
5.13	to set aside funds not immediately required as a reserve or for specific purposes;
5.14	to invest any funds which are not immediately required for the activities of the organisation in such investments as may be considered appropriate, which may be held in the name of a nominee organisation under the instructions of the Board of Trustees, and to dispose of, and vary, such investments;
5.15	to make grants or loans of money and to give guarantees;
5.16	to establish, manage and/or support any other charity, and to make donations for any charitable purpose falling within the purposes;
5.17	to establish, operate and administer and/or otherwise acquire any separate trading organisation or association, whether charitable or not;
5.18	to enter into any arrangement with any organisation, government or authority which may be advantageous for the purposes of the activities of the organisation and to enter into any arrangement for co-operation, mutual assistance, or sharing profit with any charitable organisation;
5.19	to enter into contracts to provide services to or on behalf of others;
5.20	to effect insurance of all kinds (which may include indemnity insurance in respect of Trustees and employees);

## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

5.21	to oppose, or object to, any application or proceedings which may prejudice the interests of the organisation;
5.22	to pay the costs of forming the organisation and its subsequent development;
5.23	to carry out the Purposes as principal, agent, contractor, trustee or in any other capacity.
	<b>GENERAL STRUCTURE OF THE ORGANISATION</b>
6	The organisation is composed of:
6.1	<b>Members</b> (composed of Ordinary Members and Junior Members, 16 and under);
6.2	<b>Associates:</b> Associate membership of the organisation is open to: those individuals who are not members of the community but support the Objects. Associates are neither eligible to stand for election to the management committee nor vote at any general meeting.
6.3	Charity Trustees (composed of Elected Charity Trustees, Appointed Charity Trustees; and Co-Opted Charity Trustees, following the first GM).
	<b>MEMBERSHIP</b>
7	The members of the organisation shall consist of those individuals who made the application for registration of the organisation and such other individuals and groups as are admitted to membership under the following clauses.
8	The organisation shall have not fewer than 20 members at any time; and
8.1	In the event that the number of members falls below 20 the Board may conduct only essential business other than taking steps to ensure the admission of sufficient Ordinary Members to achieve the minimum number.
9	Membership of the organisation is open to:
9.1	Individuals aged 16 or over who are members of the Community ("Ordinary Members").
9.2	Individuals aged under 16 who are members of the Community ("Junior Members") (such Members not being eligible to serve as Charity Trustees nor to vote at any general meeting).
9.3	Individuals who are not members of the community but support the Objects ("Associate Members") (such Members not being eligible to stand for election to the management committee, serve as Charity Trustees nor to vote at any general meeting).

## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

9.4	If an Individual ceases to fulfil the criteria within clause 9.1 or 9.2, that Individual must inform the Organisation. The Organisation may choose to reclassify a Junior Member as an Ordinary Member, when they reach the age of 16.
<b>APPLICATION FOR MEMBERSHIP</b>	
10	No Individual may become a Member unless that Individual has submitted a written application for membership in the form prescribed by the Charity Trustees and the Charity Trustees have approved the application.
10.1	The Charity Trustees shall consider applications for membership promptly. The Charity Trustees shall assess each application to determine whether the applicant meets the criteria for becoming an Ordinary Member, Junior Member or Associate Member.
11	Membership of the organisation may not be transferred by a member.
<b>MEMBERSHIP SUBSCRIPTIONS</b>	
12	Ordinary Members shall be required to pay a £1 membership subscription. Associate and Junior members will not be required to pay an annual subscription.
12.1	Any Individual who ceases to be a Member shall not be entitled to a refund of their membership subscription.
<b>RE-REGISTRATION OF MEMBERS</b>	
13	The Board may, at any time, issue notices to the members requiring them to confirm that they wish to remain as members of the organisation, and allowing them a period of 28 days (running from the date of issue of the notice) to provide that confirmation to the Board.
13.1	If a member fails to provide confirmation to the Board (in writing or by e-mail) that they wish to remain as a member of the organisation before the expiry of the 28-day period referred to in clause 13, the Board may terminate their membership.
13.2	A notice under clause 13 will not be valid unless it refers specifically to the consequences (under clause 13.1) of failing to provide confirmation within the 28-day period.
13.2	A notice under clause 13 will not be valid unless it refers specifically to the consequences (under clause 13.1) of failing to provide confirmation within the 28-day period.
<b>LIABILITY OF MEMBERS</b>	

## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

14	The members of the organisation have no liability to pay any sums to help to meet the debts (or other liabilities) of the organisation if it is wound up; accordingly, if the organisation is unable to meet its debts, the members will not be held responsible.
15	The members and Charity Trustees have certain legal duties under the Charities and Trustee Investment (Scotland) Act 2005; and clause 14 does not exclude (or limit) any personal liabilities they might incur if they are in breach of those duties or in breach of other legal obligations or duties that apply to them personally.
<b>CESSATION OF MEMBERSHIP</b>	
16	A member shall cease to be a member if:
16.1	that Member sends a written notice of resignation to registered office of the Organisation; they will cease to be a member as from the time when the notice is received by the organisation;
16.2	a resolution that that Members membership be terminated (where that Member's conduct, in their/its capacity as a Member, has been detrimental to the effective functioning of the Organisation) is passed by special resolution at a GM (notice of which shall state: (a) the full text of the resolution proposed; and (b) the grounds on which it is proposed) at which the Member is entitled to be heard;
16.3	in the case of an Individual, that Individual has died (membership of the Organisation not being transferable);
16.4	where the Member is a Charity Trustee of the Organisation, that Member has failed to comply with the code of conduct for Trustees in a manner which would result in them ceasing to be a Trustee and a member.
<b>REGISTER OF MEMBERS</b>	
17	The Board must keep a register of members, setting out for each current member: <ul style="list-style-type: none"> <li>a) their full name;</li> <li>b) their address; and</li> <li>c) the date on which they were registered as a member of the organisation.</li> </ul>
17.1	For each former member the register must set out, for at least six years from the date on they ceased to be a member: <ul style="list-style-type: none"> <li>a) their name; and</li> <li>b) the date on which they ceased to be a member.</li> </ul>
17.2	The Board must ensure that the register of members is updated within 28 days of receiving notice of any change.
17.3	If a member or Charity Trustee of the Organisation requests a copy of the register of members, this will be dealt with subject to current data protection regulations.

## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

	<b>ASSOCIATES</b>
18	Individuals wishing to support the Purposes who are not members of the Community may become associates of the Organisation ("Associates"). Associates may attend and speak at GMs but may not participate in such meetings for voting or quorum purposes.
18.1	No Individual may become an Associate unless that Individual has submitted a written application to become an Associate in the form prescribed by the Charity Trustees and the Charity Trustees have approved the application.
18.2	The Charity Trustees shall consider applications for associateship promptly. The Charity Trustees shall assess each application to determine whether the applicant meets the criteria for becoming an Associate.
19	The Charity Trustees shall cause a register of associates to be maintained containing: <ul style="list-style-type: none"> <li>(a) the name and address of each Associate;</li> <li>(b) the date on which each Individual was registered as an Associate; and</li> <li>(c) the date at which any Individual ceased to be an Associate.</li> </ul>
20	An Associate shall cease to be an Associate if:
20.1	that Associate sends a written notice of resignation to the Organisation;
20.2	that Associate becomes a member of the Community;
20.3	a resolution that an Associate be expelled from being an Associate (where that Associate's conduct, in their capacity as Associate, has been detrimental to the effective functioning of the Organisation) is passed by special resolution at a GM (notice of which shall state: (a) the full text of the resolution proposed; and (b) the grounds on which it is proposed) at which the Associate is entitled to be heard);
20.4	in the case of an Individual: <ul style="list-style-type: none"> <li>(a) that Individual becomes insolvent or apparently insolvent or makes any arrangement with their creditors; or</li> <li>(b) that Individual has died; or</li> </ul>
	<b>GENERAL MEETINGS (Meetings of the Members)</b>
21	The Board may call a GM at any time and must call a GM within 28 days of a valid requisition. To be valid, such requisition must be signed by at least 5% of the Members, must clearly state the purposes of the meeting, and must be delivered to the registered office of the Organisation. The requisition may consist of several documents in like form each signed by one or more of the Members.
	<b>Annual General Meeting</b>

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22	The Board shall convene one GM a year as an AGM. An AGM need not be held during the calendar year during which the Organisation is incorporated, provided an AGM is held within 15 months of the date of incorporation. Thereafter, not more than 15 months shall elapse between one AGM and the next.
22.1	<p>The business of each AGM shall include:</p> <ul style="list-style-type: none"> <li>(a) a report by the Chairperson on the activities of the Organisation;</li> <li>(b) the election of Elected Charity Trustees;</li> <li>(c) the fixing of annual subscriptions;</li> <li>(d) consideration of the accounts of the Organisation;</li> </ul>
<b>Notice of General Meetings</b>	
23	Subject to the terms of clause 67, notice of a GM shall be given as follows:
23.1	At least 14 Clear Days' notice must be given of any GM.
23.2	<p>The notice must specify the place, date and time of the GM, the general nature of business to be dealt with at the meeting; and</p> <ul style="list-style-type: none"> <li>(a) in the case of a resolution to alter the constitution, must set out the exact terms of the proposed alteration(s); and</li> <li>(b) in the case of any special resolution (as defined in clause 30) must set out the exact terms of the resolution.</li> </ul>
23.3	Notice of every members' meeting must be given to all the members of the organisation, and to all the Charity Trustees; but the accidental omission to give notice to one or more members will not invalidate the proceedings at the meeting.
<b>CHAIRPERSON OF GENERAL MEETINGS</b>	
24	<ul style="list-style-type: none"> <li>(a) The Chairperson of the organisation shall act as Chairperson of each GM.</li> <li>(b) If the Chairperson is not present or willing to do so the Vice-Chairperson of the organisation shall act as Chairperson of the GM.</li> <li>(c) If neither the Chairperson nor the Vice-Chairperson is present or unable to act as Chairperson of the GM within 15 minutes after the time at which it was due to start, the Charity Trustees present shall elect from among themselves one of the Elected Charity Trustees who will act as Chairperson of that GM.</li> </ul>
<b>QUORUM AT GENERAL MEETINGS</b>	
25	<p>The quorum for a GM shall be a minimum of 20 Members, present in person.</p> <p>No business shall be dealt with at any GM unless a quorum is present.</p>
25.1	If a quorum is not present within 15 minutes after the time at which the GM was due to start (or if, during a GM, a quorum ceases to be present) the GM shall be

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	adjourned until such time, date and place as may be fixed by the Chairperson of the GM.
	<b>VOTING AT GENERAL MEETINGS</b>
26	The Chairperson of the meeting shall endeavour to achieve consensus wherever possible but, if necessary, questions arising shall be decided by being put to the vote.
26.1	Each Member shall have one vote, to be exercised in person by a show of hands
26.2	<p>A secret ballot may be demanded by:</p> <ul style="list-style-type: none"> <li>(a) the chairperson of the GM; or</li> <li>(b) at least two Members present at the GM,</li> </ul> <p>before a show of hands and must be taken immediately and in such manner as the chairperson of the GM directs. The result of a secret ballot shall be declared at that GM.</p>
27	There shall be no ability for proxy voting.
28	In the event of an equal number of votes for and against any resolution, the Chairperson of the meeting shall have a casting vote.
	<b>Resolutions</b>
29	At any GM an Ordinary Resolution put to the vote of the meeting may be passed by a simple majority of the Members voting in person.
30	<p>Certain resolutions must be passed as Special Resolutions, including resolutions:</p> <ul style="list-style-type: none"> <li>a) to alter the name of the Organisation; or</li> <li>b) to amend the Purposes; or</li> <li>c) to amend these Clauses; or</li> <li>d) to wind up the Organisation in terms of clause 72.</li> </ul> <p>At any GM a Special Resolution put to the vote of the meeting may be passed by not less than two thirds of the Members voting in person.</p>
31	Ordinary and Special Resolutions may be passed in writing, rather than at a General Meeting, and shall have effect as if they had been passed at a GM, provided the terms of this Clause are followed.
31.1	An Ordinary Resolution may be passed in writing if signed by a simple majority of all the Members.

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31.2	A Special Resolution to wind up the Organisation may be passed in writing if signed by all the Members.
31.3	Any other Special Resolution may be passed in writing if signed by not less than two thirds of all the Members.
31.4	Written resolutions must be sent to all Members at the same time (the "Circulation Date") in hard copy (posted or hand-delivered) or electronic form (faxed or e-mailed), or by means of a website.
31.5	Written resolutions must be accompanied by a statement informing the Member: <ul style="list-style-type: none"> <li>(a) how to signify agreement to the resolution;</li> <li>(b) how to return the signed resolution to the Organisation (in hard copy (posted or hand-delivered) or electronic form (faxed or e-mailed));</li> <li>(c) the date by which the resolution must be passed if it is not to lapse (that is, the date which is 28 days after the Circulation Date); and</li> <li>(d) that they will not be deemed to have agreed to the resolution if they fail to reply.</li> </ul>
31.6	A written resolution may consist of several documents in the same form, each signed by or on behalf of one or more Members.
31.7	Once a Member has signed and returned a written resolution in agreement thereto, that Members' agreement is irrevocable.
31.8	The Members may require the Organisation to circulate a written resolution.
31.8.1	The resolution must be requested by at least 5% of the Members. Requests must be in hard copy (posted or hand-delivered) or electronic form (faxed or e-mailed), must identify the resolution and may be accompanied by a statement not exceeding 1,000 words which the Organisation will also be required to circulate.
31.8.2	The Board may reject the resolution but must provide reasons for doing so to the members requesting the resolution.
31.8.3	If accepted, the Organisation must circulate the resolution and any accompanying statement within 21 days, and may require the requesting Members to cover the expenses it incurs circulating the resolution.
<b>MEETING ADJOURNMENT</b>	

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32	The Chairperson of the GM may, with the consent of a majority of the Members voting in person, adjourn the General Meeting to such time, date and place as the Chairperson may determine.
	<b>ORGANISATION MANAGEMENT</b>
33	The affairs, property and funds of the organisation shall be directed and managed by a Board of Charity Trustees. The Board:
33.1	shall set the strategy and policy of the Organisation;
33.2	shall, where no employees or managers are appointed, be responsible for the day-to-day management of the Organisation;
33.3	shall hold regular meetings between each AGM, meeting as often as necessary to despatch all business of the Organisation;
33.4	shall monitor the financial position of the Organisation;
33.5	shall direct and manage the affairs and Property of the Organisation;
33.6	shall generally control and supervise the activities of the Organisation;
33.7	may, on behalf of the Organisation, do all acts which may be performed by the Organisation (other than those required to be performed by the Members at a GM);
33.8	may exercise the powers of the Organisation; and
33.9	may not also be paid employees of the Organisation.
	<b>INTERIM BOARD</b>
34	Upon incorporation of the organisation, the individuals who signed the Charity Trustee declaration forms which accompanied the application for incorporation of the organisation shall be deemed to have been appointed by the members as Charity Trustees with effect from the date of incorporation of the Organisation.
34.1	The Interim Board shall retire at the first GM, which shall be held as soon as practicable following incorporation but shall remain eligible for re-election (the period of office between the date of incorporation and the date of the first GM not being regarded as a "term of office" for the purposes of clause 37.5).
	<b>COMPOSITION OF THE BOARD OF CHARITY TRUSTEES</b>
35	The number of Charity Trustees shall be not less than four and the total number of Charity Trustees shall not be more than 11.

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	<b>APPOINTMENT OF CHARITY TRUSTEES</b>
36	From and after the first General Meeting of the organisation, the Board shall comprise the following individual persons (a majority of whom shall always be Elected Charity Trustees):
36.1	up to [7 (minimum of 4)] individual persons elected as Charity Trustees by the Members in accordance with clause 37 ("the Elected Charity Trustees"), who must themselves be Ordinary Members; and
36.2	up to [4] individual persons co-opted in accordance with clause 39 ("the Co-opted Charity Trustees"), so as to ensure a spread of skills and experience within the Board.
36.3	Employees of the organisation may not be nominated as or become Charity Trustees.
	<b>ELECTED CHARITY TRUSTEES</b>
37	At the first General Meeting of the Organisation, the Members shall elect up to [7 (minimum of 4)] individual Ordinary Members as Elected Charity Trustees.
37.1	Elected Charity Trustees must be nominated and seconded at an EGM or AGM. Nominees must confirm that they are willing to act as an Elected Charity Trustee.
37.2	Each Member has one vote for each vacancy in the Elected Charity Trustees on the Board.
37.3	Provided the first GM is not also the first AGM, there shall be no changes in the Charity Trustees at the first AGM (except to fill any vacancies left following the first GM or caused by retirements since the first GM).
37.4	At the second and subsequent AGMs, one-third of the Elected Charity Trustees (rounding upwards if this is not a whole number) shall retire from office at the close or adjournment of that meeting but may be eligible to re-stand.
37.5	A retiring Charity Trustee shall be eligible for re-election. A retiring Charity Trustee shall be eligible for re-election.
37.6	The Elected Charity Trustee(s) to retire at an AGM shall be those who have been longest in office since their election/re-election (unless other Elected Charity Trustee(s) have agreed to retire at that AGM). As between Individuals who were appointed as Elected Charity Trustees on the same date, the Elected Charity Trustee(s) to retire shall be agreed between the Individuals appointed on the same date or determined by lot.
	<b>CO-OPTED CHARITY TRUSTEES</b>

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38	Subject to clause 35, the Charity Trustees may appoint Individuals as Charity Trustees to ensure a spread of skills and experience within the Board ("Co-opted Charity Trustees").
38.1	A Co-opted Charity Trustee shall retire at the AGM following their appointment unless re-appointed by the Charity Trustees.
38.2	For the avoidance of doubt, a Co-opted Charity Trustee may participate fully in at all Board meetings which they attend and is eligible to vote at them.
	<b>VACANCY</b>
39	The Board may from time to time fill any casual vacancy arising as a result of the retiral (or deemed retiral for any reason) of any Elected Charity Trustee from or after the date of such retiral or deemed retiral until the next AGM.
	<b>CHARITY TRUSTEES – GENERAL DUTIES</b>
40	Each of the Charity Trustees has a duty, in exercising functions as a Charity Trustee, to act in the interests of the organisation; and, in particular, must:
40.1	seek, in good faith, to ensure that the organisation acts in a manner which is in accordance with its purposes;
40.2	act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person;
40.3	in circumstances giving rise to the possibility of a conflict of interest between the organisation and any other party, put the interests of the organisation before that of the other party; where any other duty prevents them from doing so, disclose the conflicting interest to the organisation and refrain from participating in any deliberation or decision of the other Charity Trustees with regard to the matter in question;
40.4	ensure that the organisation complies with any direction, requirement, notice or duty imposed under or by virtue of the Charities and Trustee Investment (Scotland) Act 2005.
41	In addition to the duties outlined in clause 40, all of the Charity Trustees must take such steps as are reasonably practicable for the purpose of ensuring:
41.1	that any breach of any of those duties by a Charity Trustee is corrected by the Charity Trustee concerned and not repeated; and
41.2	that any Charity Trustee who has been in serious and persistent breach of those duties is removed as a Charity Trustee.
42	Provided they have declared their interest - and have not voted on the question of whether or not the organisation should enter into the arrangement - a Charity Trustee

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	will not be debarred from entering into an arrangement with the group in which they have a personal interest; and (subject to clause 60 and to the provisions relating to remuneration for services contained in the Charities and Trustee Investment (Scotland) Act 2005), they may retain any personal benefit which arises from that arrangement.
43	No Charity Trustee may serve as an employee (full time or part time) of the organisation; and no Charity Trustee may be given any remuneration by the organisation for carrying out their duties as a Charity Trustee.
44	The Charity Trustees may be paid all travelling and other expenses reasonably incurred by them in connection with carrying out their duties; this may include expenses relating to their attendance at meetings.
<b>CODE OF CONDUCT FOR CHARITY TRUSTEES</b>	
45	Each of the Charity Trustees shall comply with the code of conduct (incorporating detailed rules on conflict of interest) prescribed by the Board from time to time.
45.1	The code of conduct shall be supplemental to the provisions relating to the conduct of Charity Trustees contained in this constitution and the duties imposed on Charity Trustees under the Charities and Trustee Investment (Scotland) Act 2005; and all relevant provisions of this constitution shall be interpreted and applied in accordance with the provisions of the code of conduct in force from time to time.
<b>REGISTER OF CHARITY TRUSTEES</b>	
46	<p>The Board must keep a register of Charity Trustees, setting out for each current Charity Trustee:</p> <ul style="list-style-type: none"> <li>a) the name of the Charity Trustee;</li> <li>b) the address of the Charity Trustee;</li> <li>c) the date on which they were appointed as a Charity Trustee; and</li> <li>d) any office held by them in the organisation.</li> </ul>
46.1	<p>Where a Charity Trustee is not an individual the register must also contain:</p> <ul style="list-style-type: none"> <li>a) Any other name by which the Charity Trustee is known;</li> <li>b) the principal contact for the Charity Trustee;</li> <li>c) any number assigned to it in the Scottish Charity Register (if it is a charity); and</li> <li>d) any number with which it is registered as a company, if it is a company.</li> </ul>
46.2	Where the Charity Trustee is appointed by OSCR under section 70A of the 2005 Act it must be recorded in the register.
46.3	<p>For each former Charity Trustee the register must set out, for at least 6 years from the date on which they ceased to be a Charity Trustee:</p> <ul style="list-style-type: none"> <li>a) the name of the Charity Trustee;</li> <li>b) any office held by the Charity Trustee in the Organisation; and</li> </ul>

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	c) the date on which they ceased to be a Charity Trustee.
46.4	The Board must ensure that the register of Charity Trustees is updated within 28 days of receiving notice of any change.
46.5	If any person requests a copy of the register of Charity Trustees, or if the request is made by a person who is not a Charity Trustee of the Organisation, this will be dealt with subject to current data protection regulations.
<b>TERMINATION OF CHARITY TRUSTEES OFFICE</b>	
47	A Charity Trustee will automatically cease to hold office if: -
47.1	they give the Organisation a notice of resignation, signed by them;
47.2	they become an employee of the Organisation;
47.3	in the case of a Charity Trustee elected under clause 37) they cease to be a member of the Organisation;
47.4	in the case of a Charity Trustee co-opted under clause 38) the Board under clause 38.2 vote to end the appointment;
47.5	they become disqualified from being a Charity Trustee under the Charities and Trustee Investment (Scotland) Act 2005;
47.6	they are absent (without good reason, in the opinion of the Board) from more than three consecutive meetings of the Board - but only if the Board resolves to remove them from office;
47.7	they become incapable for medical reasons of carrying out their duties as a Charity Trustee - but only if that has continued (or is expected to continue) for a period of more than six months;
47.8	they are removed from office by resolution of the Board on the grounds that they are considered to have committed a material breach of the code of conduct for Charity Trustees (as referred to in clauses 45);
47.9	they are removed from office by resolution of the Board on the grounds that they are considered to have been in serious or persistent breach of their duties under section 66(1) or (2) of the 2005 Act;
47.10	they become prohibited from being a Charity Trustee by virtue of section 69(2) of the 2005 Act
47.11	they commit any offence under section 53 of the 2005 Act.
48	Clauses 47.9 and 47.10 apply only if the following conditions are met:

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48.1	the Charity Trustee who is subject of the resolution is given reasonable prior written notice of the grounds upon which the resolution for removal is to be proposed;
48.2	the Charity Trustee concerned is given the opportunity to address the meeting at which the resolution is proposed prior to the resolution being put to a vote; and
48.3	at least two thirds of the Charity Trustees then in office vote in favour of the resolution.
<b>CHAIRPERSON AND VICE-CHAIRPERSON</b>	
49	<p>The Board shall meet as soon as practicable meeting immediately after each AGM or following the resignation of the existing Chairperson/Vice-Chairperson to appoint:</p> <p>(a) an Elected Charity Trustee to chair Board meetings and GMs (the "Chairperson"), and</p> <p>(b) an Elected Charity Trustee to chair Board meetings and GMs in the event that the Chairperson is not present and willing to do so (the "Vice Chairperson").</p>
49.1	<p>In the event that:</p> <p>(a) the Chairperson is not present and unable to act within 15 minutes of the time at which the GM/Board meeting is due to start, or no Chairperson is currently appointed; and</p> <p>(b) the Vice-Chairperson is not present and unable to act within 15 minutes of the time at which the GM/Board meeting is due to start, or no Vice-Chairperson is currently appointed,</p> <p>the Charity Trustees present must appoint an Elected Charity Trustee to chair the GM/Board meeting.</p>
<b>BOARD MEETINGS</b>	
50	The quorum for Board meetings shall be not less than a third of all the Trustees, or a minimum of 4, a majority of whom are Elected Charity Trustees. No business shall be dealt with at a Board meeting unless such a quorum is present.
50.1	A Charity Trustee shall not be counted in the quorum at a meeting (or at least the relevant part thereof) in relation to a resolution on which, whether because of personal interest or otherwise, they are not entitled to vote.
50.2	The Board may make any arrangements in advance of any Board meeting to allow members to fully participate in such meetings so long as all those participating in the meeting can clearly comprehend each other; a member participating in any such means other than in person shall be deemed to be present in person at the Board meeting.

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51	7 Clear Days' notice in writing shall be given of any meeting of the Board at which a decision in relation to any of the matters referred to in clause 30 is to be made, which notice shall be accompanied by an agenda and any papers relevant to the matter to be decided.
51.1	All other Board meetings shall require not less than 7 days' prior notice, unless all Charity Trustees agree unanimously in writing to dispense with such notice on any specific occasion.
51.2	On the request of a Charity Trustee the Chairperson shall summon a meeting of the Board by notice served upon all Charity Trustees, to take place at a reasonably convenient time and date.
52	No alteration of the Clauses and no direction given by Special Resolution shall invalidate any prior act of the Board which would have been valid if that alteration had not been made or that direction had not been given.
53	The Board may act notwithstanding any vacancy in it, but where the number of Charity Trustees falls below the minimum number specified in clause 35, it may not conduct any business other than to appoint sufficient Charity Trustees to match or exceed that minimum.
54	The Board may invite or allow any person to attend and speak, but not to vote, at any meeting of the Board or of its sub-committees.
55	The Board may from time to time promulgate, review and amend any Ancillary Regulations, Guidelines and/or Policies, subordinate at all times to these Clauses, as it deems necessary and appropriate to provide additional explanation, guidance and governance to members/Charity Trustees.
<b>VOTING AT BOARD MEETINGS</b>	
56	The Chairperson of the Board meeting shall endeavour to achieve consensus wherever possible but, if necessary, questions arising shall be decided by being put to the vote,
56.1	Each Charity Trustee present (and who is eligible to vote) has one vote. In the event of an equal number of votes for and against any resolution at a Board meeting, the Chairperson of the meeting shall have a casting vote as well as a deliberative vote.
56.2	A resolution in writing shall be as valid and effectual as if it had been passed at a meeting of the Board or of a sub-committee. A resolution may consist of one or several documents in the same form each signed by one or more Charity Trustees or members of any relative sub-committee as appropriate.
<b>SUB-COMMITTEES</b>	

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57	The Board may delegate any of its powers to sub-committees, each consisting of not less than one Charity Trustee and such other person or persons as it thinks fit or which it delegates to the committee to appoint.
57.1	Any sub-committee so formed shall, in the exercise of the powers so delegated, conform to any remit and regulations imposed on it by the Board. The meetings and proceedings of any such sub-committee shall be governed by the provisions of these Clauses for regulating the meetings and proceedings of the Board so far as applicable and so far as they are not superseded by any regulations made by the Board.
57.2	Each sub-committee shall ensure the regular and prompt circulation of, the minutes of its meetings to all Charity Trustees.
<b>CONSTRAINTS ON PAYMENTS/BENEFITS TO MEMBERS AND CHARITY TRUSTEES</b>	
58	The income and property of the Organisation shall be applied solely towards promoting the Purposes and do not belong to the members. Any surplus income or assets of the Organisation are to be applied for the benefit of the Community.
59	No part of the income or property of the Organisation shall be paid or transferred (directly or indirectly) to the members of the Organisation, or to any other individual, whether by way of dividend, bonus or otherwise, except in the circumstances provided for in clause 60.
60	No benefit (whether in money or in kind) shall be given by the Organisation to any member or Charity Trustee except the possibility of:
60.1	repayment of out-of-pocket expenses (subject to prior agreement by the Board);
60.2	reasonable remuneration in return for specific services actually rendered to the Organisation (in the case of a Charity Trustee such services must not be of a management nature normally carried out by a Trustee of an Organisation);
60.3	payment of interest at a rate not exceeding the commercial rate on money lent to the Organisation;
60.4	payment of rent at a rate not exceeding the open market rent for property let to the Organisation;
60.5	the purchase of property from any member or Charity Trustee provided that such purchase is at or below market value;
60.6	the sale of property to any member or Charity Trustee provided that such sale is at or above market value; or
60.7	payment by way of any indemnity, where appropriate in accordance with clause 94.

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61	Where any payment is made under clause 60, the terms of clause 62 must be observed.
	<b>PERSONAL INTERESTS &amp; CONFLICTS OF INTEREST</b>
62	Whenever a Charity Trustee finds that there is a personal interest, as defined in sub-clauses 62.3 and 62.4, they have a duty to declare this to the Board meeting in question.
62.1	A Charity trustee must not vote at a Board meeting (or at a meeting of a sub-committee) on any resolution which relates to a matter in which they has a personal interest or duty which conflicts (or may conflict) with the interests of the SCIO.
62.2	It will be up to the Chairperson of the meeting in question to determine: <ul style="list-style-type: none"> <li>(a) whether the potential or real conflict simply be noted in the Minutes of any relevant meeting, or</li> <li>(b) whether the Charity Trustee in question, whilst being permitted to remain in the meeting in question, must not partake in discussions or decisions relating to such matter, or</li> <li>(c) whether the Charity Trustee in question should be required to be absent during that particular element of the meeting. Where a Charity Trustee leaves, or is required to leave, the meeting they no longer form part of the quorum for that meeting.</li> </ul>
62.3	An interest held by an individual who is “connected” with the Charity trustee under section 68(2) of the Charities and Trustee Investment (Scotland) Act 2005 (husband/wife, partner, child, parent, brother/sister etc) shall be deemed to be held by that Charity trustee;
62.4	A Charity trustee will be deemed to have a personal interest in relation to a particular matter if a body in relation to which they are an employee, director, member of the management committee, officer or elected representative has an interest in that matter.
62.5	The Board shall determine from time to time what interests shall be relevant interests and shall ensure that a Register of Notices of Relevant Interests is maintained, which shall be open for inspection by both the Board and members of the Organisation and, with the express prior written approval of the Charity Trustee or employee concerned, by members of the public.
	<b>OFFICER BEARERS</b>
63	The Board may appoint office bearers for such term and upon such terms and conditions as they think fit. Any officer bearer may be removed by the Board at any time
63.1	The Board may appoint a treasurer for such term and upon such terms and conditions as they think fit. The treasurer may be removed by the Board at any

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	<p>time. The treasurer may be required to attend Board and sub-committee meetings but:</p> <ul style="list-style-type: none"> <li>(a) may not participate in such meetings for voting or quorum purposes unless they are also a Charity Trustee;</li> <li>(b) may not attend meetings (or parts of meetings) at which their remuneration or employment is to be discussed; and</li> <li>(c) (if the treasurer is not a Charity Trustee) may not attend meetings at which confidential matters are to be discussed.</li> </ul>
	<b>FINANCES &amp; ACCOUNTS</b>
64	The Board shall determine:
64.1	which banks or building societies the bank accounts of the Organisation shall be opened with;
64.2	how bank accounts shall be maintained and operated; and
64.3	how cheques and other negotiable instruments, and receipts for monies paid to the Organisation, shall be signed, drawn, accepted, endorsed or otherwise executed. The signatures of two out of three signatories appointed by the board will be required in relation to all operations (other than the lodging of funds) on the bank and building society accounts held by the organisation both signatures must be the signatures of charity trustees.
65	The Board shall cause accounting records to be kept for the Organisation in accordance with the requirements of the 2005 Act and other relevant legislation.
65.1	The accounting records shall be maintained by the Treasurer (if there is one) and overseen by the Principal Officer (if there is one), or otherwise by, or as determined by, the Board. Such records shall be kept at such place or places as the Board thinks fit and shall always be open to the inspection of the Trustees.
65.2	The Board must prepare annual accounts. The accounts should be subject to external scrutiny in line with the relevant requirements of legislation.
65.3	At each AGM, the Board shall provide the members with a copy of the accounts for the period since the last preceding accounting reference date (or, in the case of the first account, since the incorporation of the Organisation). The accounts shall be accompanied by proper reports of the Board.

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65.4	Copies of such accounts shall, not less than 21 clear days before the date of the General Meeting, be delivered or sent to all members, Charity Trustees, the Office Bearers and the auditor, or otherwise be available for inspection on the website or other location of the Organisation (with all members, Charity Trustees, the Organisation Secretary and the auditor being made aware that they are so available for inspection there).
	<b>EXECUTION OF DOCUMENTS</b>
66	The SCIO shall execute documents by signature.
66.1	A document is validly executed by signature if it is signed by at least two out of four office bearers appointed by the board. Both signatures must be the signatures of charity trustees.
	<b>NOTICES</b>
67	The Organisation may serve a notice on a Member in hard copy (addressed to the address given for that Member in the register of members, and posted or hand-delivered) or electronic form (faxed or e-mailed). A notice is deemed to have been served on the day following the day on which it is hand-delivered, posted faxed or e-mailed.
68	The Organisation may communicate with a Member by electronic means (including fax and e-mail) unless the Member has requested that communications from the Organisation be sent in hard copy. The Organisation may publish notifications by means of a website provided the Organisation has advised Members of this and taken reasonable steps to notify Members who have informed the Organisation that they do not have internet access.
	<b>RECORDS OF MEETINGS</b>
69	The Board shall cause minutes to be made of all appointments of officers made by it and of the proceedings of all General Meetings and of all Board meetings and of sub-committees, including the names of those present, and all business transacted at such meetings and any such minutes of any meeting, if purporting to be signed after approval, either by the Chairperson of such meeting, or by the Chairperson of the next succeeding meeting, shall be sufficient evidence without any further proof of the facts therein stated.
	<b>INDEMNITY</b>
70	Subject to the terms of the 2005 Act and without prejudice to any other indemnity, the Charity Trustees, or member of any sub-committee, the Organisation Office Bearers and all employees of the Organisation may be indemnified out of the funds of the Organisation against any loss or liability (including the costs of defending successfully

## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

	any court proceedings) which he, she or they may incur or sustain, in connection with or on behalf of the Organisation.
	<b>ALTERATION TO THE CLAUSES</b>
71	Subject to the terms of this clause, this constitution may be altered by a Special Resolution of the members passed in accordance with clause 30 or 31.3
71.1	Any changes to the purposes set out in clause 4 are subject to written consent being obtained from OSCR (and its successors) in terms of section 16 of the Charities and Trustee Investment (Scotland) Act 2005
71.2	The Board must notify OSCR (and its successors) of any changes to the constitution not relating to the purposes, in terms of section 17 of The Charities and Trustee Investment (Scotland) Act 2005
	<b>DISSOLUTION</b>
72	The Organisation may be wound up or dissolved only on the passing of a Special Resolution for that purpose in accordance with clauses 30 and 31.4, and subject to written consent being obtained from OSCR.
72.1	<p>If, on the winding-up of the Organisation, any property or assets remains after satisfaction of all its debts and liabilities, such property shall be given or transferred to such other community body or bodies or charitable group, which has purposes which resemble closely the purposes of the Organisation, as may be:</p> <ul style="list-style-type: none"> <li>(a) determined by not less than two thirds of the Ordinary Members of the Organisation voting (in person) at a General Meeting called specifically (but not necessarily exclusively) for the purpose; and</li> <li>(b) approved by OSCR (and its successors).</li> </ul>

## CONSTITUTION OF

Fishermen's Hall Trust

SCIO

**ADOPTED ON 3<sup>rd</sup> May, 2018**  
**AMENDED ON 17<sup>TH</sup> October, 2019**

Name .....

Signed ... ..

Position .....Secretary.....

Date .....7<sup>th</sup> June, 2018.....



# APPENDIX 2

Groups and organisations which have used the Hall in the Trust's first 18 months of operating the venue





# APPENDIX 3

## Income and Expenditure Projections



2018/2019

HEADING	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	SUM
INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	SUM
credit / refund							£15.96	£516.00			£399.94						£88.00	£1,171.92
donations	£366.92				£300.00		£100.00	£300.00		£20.00								£88.00
fundraisers	£3,890.20		£2,140.00	£1,630.03	£696.79		£3,744.70	£5,125.72	£2,470.00		£16,650.68	£942.30	£2,251.90	£1,249.30	£1,980.00		£1,433.00	£44,104.62
hires, occasional						£501.58	£120.00	£728.00	£437.50	£479.00	£1,264.00	£2,100.00	£1,800.00	£2,700.00	£2,700.00	£470.00	£1,066.00	£9,506.08
hires, regular						£180.00	£1,030.00	£590.00	£1,300.00	£1,270.00	£540.00	£670.00	£1,190.00	£1,190.00	£940.00	£910.00	£960.00	£10,770.00
memberships CFPH	£435.00																	£435.00
miscellaneous/Wedding Deposit																		
x Buckle Common Good						£20,000.00											£150.00	£150.00
x Buckle-Buckle		£1,500.00																£1,500.00
x Post Office /MC Deflect Funding							£1,000.00								£2,519.50			£3,519.50
x Scottish Land Fund 1 £16750																		£0.00
x SSE Bearnice																£6,697.00		£6,697.00
x Tesco Bags of Help £4000														£3,000.00				£3,000.00
x Tesco Dev Obligations																		
SUB TOTAL	£4,693.12	£1,500.00	£2,140.00	£1,630.03	£996.79	£20,681.58	£6,010.06	£7,391.16	£4,207.50	£5,780.87	£18,814.62	£3,612.30	£5,241.90	£5,709.30	£5,709.50	£8,077.00	£3,694.00	£114,917.45
SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	£0.00
consumables, cleaning							£18.66	£97.18				£364.44	£58.32		£60.00		£68.60	
consumables, bar							£2,811.24	£3,181.24		£1,446.31	£4,957.30	£793.02	£128.27	£2,448.33			£750.00	£14,315.71
consumables, events	£15.50							£161.59	£69.60	£422.88	£217.61	£6.47	£133.90	£30.00	£102.20		£1,160.95	
consumables, food	£350.00		£97.69	£501.35				£344.05			£860.03	£112.68	£109.22	£100.00	£20.00		£2,495.02	
entertainment											£650.00			£1,380.00			£2,365.00	£4,395.00
equipment, hall						£52.99	£157.31	£29.99		£4,000.00		£90.00				£100.00		£4,430.29
equipment, kitchen bar BCG						£2,480.95	£3,999.68					£1,342.88	£348.49		£238.98		£8,411.98	
equipment, kitchen bar TD						£7,291.39		£5,646.74					£180.00				£13,419.53	
equipment, kitchen bar											£94.59						£94.59	
equipment, office												£349.96					£38.94	
insurance					£1,941.19												£1,050.00	£1,438.90
IT telecomms				£292.88													£1,941.19	
licenses, membership						£576.14	£25.00		£232.50				£35.00				£60.00	£886.91
marketing, events								£74.40				£120.00		£13.00			£10.00	£938.64
marketing, THHT					£171.00	£254.00	£47.88	£548.40				£345.00					£1,365.28	
postage																	£10.00	£10.00
professional fees																		£600.00
project - SSE Bearnice																	£11,978.02	£11,978.02
refunds													£150.00				£150.00	
renewals/replacements					£88.06		£400.00	£260.99	£35.98		£1,001.53	£30.00			£233.29	£3,400.00	£566.71	£5,995.56
repairs maintenance						£278.18	£51.91	£283.28		£272.99	£55.70	£539.00	£867.24	£141.00	£205.87		£1,138.00	£4,303.17
repairs maintenance BCG												£1,207.27	£1,138.00	£861.00	£200.00		£3,406.27	
security											£160.00			£160.00			£320.00	
staffing																		£0.00
stationery	£110.00		£59.94	£9.00	£18.00			£2.75				£15.90			£18.00		£251.59	
training					£270.00												£270.00	
utilities, gas												£675.00			£1,286.92	£163.93	£314.14	£2,439.99
utilities, water												£108.41		£184.57	£99.11		£391.09	
utilities, electricity												£850.00					£850.00	
waste disposal							£45.00	£9.99									£216.30	£271.29
SUB TOTAL	£475.50	£0.00	£157.63	£803.23	£2,488.25	£10,933.65	£8,026.68	£10,774.33	£384.18	£6,188.78	£8,341.76	£6,995.63	£3,194.04	£3,193.90	£2,740.31	£4,209.93	£18,612.17	£87,619.97
Income less expenditure	£4,216.62	£1,500.00	£1,982.37	£826.80	£1,491.46	£9,747.93	£2,016.62	£3,876.55	£3,823.32	£1,361.09	£10,472.86	£3,383.33	£2,047.86	£2,515.40	£2,969.19	£3,767.07	£14,318.17	£27,297.48

2019/2020

HEADING	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	SUM
INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	SUM
credit / refund													£0.00
donations	£7,582.00		£4,634.93	£3,000.00	£4,000.00	£12,000.00	£1,500.00	£2,000.00	£7,000.00	£9,000.00	£3,000.00	£10,000.00	£63,716.93
fundraisers	£366.20	£220.00	£1,048.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£6,134.20
hires, occasional	£1,150.00	£0.00	£180.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£10,300.00
hires, regular													£0.00
memberships FOFH													£0.00
x Buckle Common Good													£0.00
x Bucks-Buckle													£0.00
x Post Office													£0.00
x Scottish Land Fund 1 £16750	£1,309.00		£1,200.00							£6,000.00			£14,509.00
x SSE Beatrice													£0.00
x Tesco Bags of Help £4000			£2,928.00	£1,000.00									£3,928.00
x Tesco Dev Obligations			£8,000.00										£8,000.00
SUB TOTAL	£10,407.20	£220.00	£17,990.93	£5,500.00	£5,500.00	£13,500.00	£9,000.00	£3,500.00	£8,500.00	£16,500.00	£4,500.00	£11,500.00	£106,618.13
SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND
consumables, cleaning	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£540.00
consumables, bar	£500.00		£1,400.00		£1,500.00	£3,000.00	£300.00		£750.00	£1,000.00	£750.00	£750.00	£9,950.00
consumables, events						£300.00		£100.00		£50.00	£100.00	£100.00	£1,000.00
consumables, food		£100.00	£400.00	£300.00		£2,000.00	£250.00	£250.00	£200.00	£200.00	£200.00	£200.00	£4,100.00
entertainment	£1,580.00		£300.00			£1,300.00			£4,500.00	£4,100.00	£300.00	£5,500.00	£17,580.00
equipment, hall													£0.00
equipment, kitchen bar BCG													£0.00
equipment, kitchen bar TO													£0.00
equipment, kitchen bar													£0.00
equipment, office													£0.00
insurance	£2,000.00												£2,000.00
IT telecomms	£46.00	£46.00	£76.00	£46.00	£46.00	£76.00	£46.00	£46.00	£76.00	£46.00	£46.00	£76.00	£672.00
licenses, membership	£58.14	£25.00	£10.00	£232.50	£10.00	£20.00	£10.00		£10.00	£10.00	£10.00	£10.00	£935.64
marketing, events	£100.00								£100.00	£100.00			£400.00
marketing, TFHT													£0.00
postage	£10.00			£10.00					£10.00	£10.00		£10.00	£60.00
professional fees	£1,309.00		£1,200.00				£2,500.00						£5,609.00
project			£9,500.00				£6,000.00	£2,500.00					£24,000.00
refunds													£0.00
renewals replacements	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£1,740.00
repairs maintenance	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£3,120.00
repairs maintenance BCG													£0.00
security	£160.00		£160.00		£160.00	£640.00	£160.00	£600.00	£600.00	£320.00	£160.00	£160.00	£1,920.00
staffing					£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£4,800.00
Stationary	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£280.00
training		£400.00			£270.00				£300.00	£300.00			£670.00
utilities, gas	£200.00	£200.00	£200.00	£200.00	£200.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£3,100.00
utilities water													
utilities, electricity			£2,700.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£350.00	£350.00	£350.00	£5,550.00
waste disposal		£60.00	£216.00			£216.00			£216.00			£216.00	£924.00
SUB TOTAL	£6,951.14	£1,309.00	£16,622.00	£1,916.50	£3,546.00	£9,230.00	£10,936.00	£4,574.00	£7,522.00	£13,564.00	£3,876.00	£8,850.00	£88,896.64
Income less expenditure	£3,456.06	-£1,089.00	£1,368.93	£3,583.50	£1,954.00	£4,270.00	-£1,936.00	-£1,074.00	£978.00	£2,936.00	£624.00	£2,650.00	£17,721.49

2020/2021

HEADING	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Jan-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	SUM
INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	SUM
credit / refund													£0.00
donations													£0.00
fundraisers	£6,000.00	£3,000.00	£8,000.00	£3,000.00	£3,000.00	£12,000.00	£1,500.00	£7,000.00	£2,000.00	£9,000.00	£3,000.00	£11,000.00	£68,500.00
hires, occasional	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£6,000.00
hires, regular	£500.00	£500.00	£500.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£10,500.00
memberships FOH													£0.00
x Buckle Common Good													£0.00
x Bucks4Buckle													£0.00
x Post Office													£0.00
x National Lottery Fund £50,000	£5,000.00				£5,000.00			£10,000.00			£20,000.00		£40,000.00
x SSE Beatrix													£0.00
x Tesco Bags of Help £4000		£4,000.00											£4,000.00
x Tesco Dev Obligations								£6,000.00					£6,000.00
SUB TOTAL	£12,000.00	£8,000.00	£9,000.00	£4,500.00	£9,500.00	£13,500.00	£3,000.00	£24,500.00	£3,500.00	£10,500.00	£24,500.00	£12,500.00	£135,000.00
SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	£0.00
consumables, cleaning	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£540.00
consumables, bar	£500.00	£500.00	£750.00	£300.00	£700.00	£3,000.00	£300.00	£1,000.00	£750.00	£200.00	£750.00	£1,750.00	£10,500.00
consumables, events			£50.00	£350.00	£350.00	£300.00	£300.00	£100.00	£50.00	£50.00	£100.00	£100.00	£1,400.00
consumables, food		£100.00	£200.00	£300.00		£2,000.00	£250.00	£250.00	£200.00	£200.00	£200.00	£200.00	£3,900.00
entertainment	£1,580.00	£1,000.00	£5,000.00			£1,300.00		£3,000.00		£4,000.00	£300.00	£300.00	£16,480.00
equipment, hall													£0.00
equipment, kitchen bar BCG													£0.00
equipment, kitchen bar TO													£0.00
equipment, kitchen bar													£0.00
equipment, office													£0.00
insurance	£2,000.00												£2,000.00
IT telecomms	£46.00	£46.00	£76.00	£46.00	£46.00	£76.00	£46.00	£46.00	£76.00	£46.00	£46.00	£76.00	£672.00
licenses, membership	586.14	£35.00	£10.00	£232.50	£10.00	£20.00	£10.00	£10.00	£20.00	£20.00	£10.00	£20.00	£963.64
marketing, events	£100.00	£100.00		£100.00				£100.00		£100.00		£100.00	£600.00
marketing, THT													£0.00
postage	£10.00			£10.00			£10.00			£10.00			£40.00
professional fees													£600.00
project	£5,000.00	£3,000.00		£1,000.00	£5,000.00			£10,000.00			£20,000.00		£44,000.00
refunds													£0.00
renewals replacements	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£1,740.00
repairs maintenance	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£3,120.00
repairs maintenance BCG													£0.00
security	£160.00	£160.00	£160.00	£160.00	£160.00	£640.00	£160.00	£160.00	£320.00	£160.00	£160.00	£320.00	£2,560.00
staffing	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£7,200.00
stationary	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£228.00
training													£0.00
utilities, gas	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£4,200.00
utilities, water													£0.00
utilities, electricity	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£4,200.00
waste disposal		£60.00	£250.00			£250.00							£1,060.00
SUB TOTAL	£11,742.14	£6,779.00	£8,256.00	£4,276.50	£8,026.00	£9,364.00	£2,536.00	£16,444.00	£3,036.00	£6,724.00	£23,926.00	£4,894.00	£106,003.64
Income less expenditure	£257.86	£1,221.00	£744.00	£223.50	£1,474.00	£4,136.00	£464.00	£8,056.00	£464.00	£3,776.00	£574.00	£7,606.00	£28,996.36

# THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

# 2021/22

HEADING	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	SUM
INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	SUM
credit / refund													£0.00
donations													£0.00
fundraisers	£6,000.00	£3,000.00	£8,000.00	£3,000.00	£3,000.00	£12,000.00	£1,500.00	£7,000.00	£9,000.00	£9,000.00	£3,000.00	£8,000.00	£74,500.00
hires, occasional	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£7,200.00
hires, regular	£750.00	£750.00	£750.00	£1,250.00	£1,250.00	£1,250.00	£1,250.00	£1,250.00	£1,250.00	£1,250.00	£1,250.00	£1,250.00	£13,500.00
memberships FCH													£0.00
x Buckle Common Good													£0.00
x BucksAbundle													£0.00
x Post Office													£0.00
Funding/sponsorship	£50,000.00												£50,000.00
x SSE Beatrix													£0.00
x Tesco Bags of Help													£0.00
x Tesco Dev Obligations													£0.00
SUB TOTAL	£37,350.00	£4,350.00	£9,350.00	£6,850.00	£4,850.00	£13,850.00	£3,350.00	£8,850.00	£10,850.00	£10,850.00	£4,850.00	£9,850.00	£145,200.00
SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	£0.00
consumables, cleaning	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£540.00
consumables, bar	£500.00	£500.00	£750.00	£300.00	£700.00	£1,000.00	£300.00	£1,000.00	£750.00	£200.00	£750.00	£1,750.00	£10,500.00
consumables, events			£50.00	£350.00	£350.00	£300.00		£100.00	£50.00	£50.00	£100.00	£100.00	£1,400.00
consumables, food		£100.00	£200.00	£300.00		£2,000.00	£250.00	£250.00	£200.00	£200.00	£200.00	£200.00	£3,900.00
entertainment	£3,500.00	£1,000.00	£3,000.00	£2,000.00		£1,300.00		£3,000.00	£3,500.00	£4,000.00	£300.00	£3,300.00	£26,900.00
equipment, hall													£0.00
equipment, kitchen bar BCG													£0.00
equipment, kitchen bar TO													£0.00
equipment, kitchen bar													£0.00

equipment, office	£2,300.00												£0.00
IT telecoms	£46.00	£46.00	£75.00	£46.00	£46.00	£75.00	£46.00	£46.00	£75.00	£46.00	£46.00	£75.00	£672.00
licenses, membership	650	£35.00	£10.00	£232.50	£30.00	£20.00	£10.00	£10.00	£20.00	£20.00	£10.00	£20.00	£1,027.50
marketing, events	£100.00	£100.00	£100.00	£100.00		£100.00		£100.00	£100.00	£100.00		£100.00	£900.00
marketing, THHT													£0.00
postage	£10.00			£10.00			£10.00						£40.00
professional fees													£600.00
project	£10,000.00			£10,000.00	£10,000.00	£20,000.00							£50,000.00
refunds													£0.00
renewals replacements	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£1,740.00
repairs maintenance	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£3,120.00
repairs maintenance BCG													£0.00
security	£160.00	£160.00	£160.00	£160.00	£160.00	£640.00	£160.00	£160.00	£160.00	£320.00	£160.00	£320.00	£2,720.00
staffing	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£12,000.00
stationary	£10.00	£28.00	£10.00	£28.00	£30.00	£28.00	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£228.00
training													£0.00
utilities, gas	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£4,200.00
utilities, water													
utilities, electricity	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£4,200.00
waste disposal	£60.00	£60.00	£300.00			£300.00							£1,260.00
SUB TOTAL	£19,406.00	£4,179.00	£8,806.00	£15,676.50	£13,428.00	£29,914.00	£2,936.00	£6,844.00	£7,266.00	£7,124.00	£4,326.00	£8,944.00	£128,247.50
													£0.00
Income less expenditure	£37,944.00	£171.00	£544.00	-£8,826.50	-£8,576.00	-£16,064.00	£414.00	£2,006.00	£3,584.00	£3,726.00	£524.00	£1,906.00	£16,952.50
	Tribute Act	Silent Auc	Tombola	Quiz Night	St Andrews Dance	Christmas	Burns	Tribute Act	Red Cross	Quiz	Ladies Day	Race Night	
		Hypnotist	Tribute Act	Tribute Act									

2022/2023

HEADINGS	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	SUM
INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	INCOME	SUM
credit / refund													£0.00
donations													£0.00
fundraisers	£6,000.00	£3,000.00	£8,000.00	£3,000.00	£3,000.00	£12,000.00	£1,500.00	£7,000.00	£9,000.00	£9,000.00	£3,000.00	£8,000.00	£74,500.00
hires, occasional	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£7,200.00
hires, regular	£750.00	£750.00	£750.00	£1,250.00	£1,250.00	£1,250.00	£1,250.00	£1,250.00	£1,250.00	£1,250.00	£1,250.00	£1,250.00	£13,500.00
memberships FCFH													£0.00
x Buckle Common Good													£0.00
x BuckleBuckle													£0.00
x Post Office													£0.00
patronship/funding applications	£160,000.00												£160,000.00
x SSE Beatrix													£0.00
x Tesco Bags of Help													£0.00
x Tesco Dev Obligations													£0.00
SUB TOTAL	£167,350.00	£4,350.00	£9,350.00	£6,850.00	£4,850.00	£13,850.00	£3,350.00	£8,550.00	£10,550.00	£10,550.00	£4,850.00	£9,850.00	£235,300.00
SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	SPEND	£0.00
consumables, cleaning	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£540.00
consumables, bar	£500.00	£500.00	£750.00	£300.00	£700.00	£3,000.00	£300.00	£1,000.00	£750.00	£200.00	£750.00	£1,750.00	£10,500.00
consumables, events			£50.00	£350.00	£350.00	£300.00		£100.00	£50.00	£100.00	£100.00	£100.00	£1,400.00
consumables, food		£100.00	£200.00	£300.00		£2,000.00	£250.00	£250.00	£200.00	£200.00	£200.00	£200.00	£3,900.00
entertainment	£3,300.00	£1,000.00	£3,000.00	£2,000.00		£1,300.00		£3,000.00	£3,500.00	£4,000.00	£300.00	£3,300.00	£24,900.00
equipment, hall													£0.00
equipment, kitchen bar BCG													£0.00
equipment, kitchen bar TO													£0.00
equipment, kitchen bar													£0.00
equipment, office													£0.00
insurance	£2,300.00												£2,300.00

IT telecomms	£46.00	£46.00	£76.00	£46.00	£46.00	£76.00	£46.00	£46.00	£76.00	£46.00	£46.00	£76.00	£672.00
licences, membership	630	£35.00	£10.00	£232.50	£10.00	£20.00	£10.00	£10.00	£20.00	£20.00	£10.00	£20.00	£1,027.50
marketing, events	£100.00	£100.00	£100.00	£100.00		£100.00		£100.00	£100.00	£100.00		£100.00	£900.00
marketing, FCFH				£10.00									£40.00
postage	£10.00						£10.00						£600.00
professional fees													£50,000.00
project	£10,000.00			£10,000.00	£10,000.00	£20,000.00							£0.00
refunds													£0.00
renewals replacements	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£145.00	£1,740.00
repairs maintenance	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£260.00	£3,120.00
repairs maintenance BCG													£0.00
security	£160.00	£160.00	£160.00	£160.00	£160.00	£640.00	£160.00	£160.00	£160.00	£320.00	£160.00	£320.00	£2,720.00
staffing	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£12,000.00
stationery	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£10.00	£28.00	£228.00
training													£0.00
utilities, gas	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£4,200.00
utilities, water													£0.00
utilities, electricity	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£350.00	£4,200.00
waste disposal	£60.00	£300.00	£300.00		£300.00	£300.00	£300.00		£300.00			£300.00	£1,260.00
SUB TOTAL	£19,406.00	£4,179.00	£8,806.00	£15,676.50	£13,426.00	£29,914.00	£2,936.00	£6,844.00	£7,266.00	£7,124.00	£4,326.00	£8,344.00	£128,267.50
													£0.00
Income less expenditure	£147,944.00	£171.00	£544.00	-£8,826.50	-£8,576.00	-£16,064.00	£414.00	£2,006.00	£3,594.00	£3,726.00	£524.00	£1,506.00	£126,952.50
Tribute Act													
Hypnotist													
Tombola													
Quiz Night													
St Andrew Dance													
Christmas													
Burns													
Tribute Act													
Red Cross													
Quiz													
Ladies Day													
Race Night													

- Where a continuation of a previous successful funding bid is shown we have assumed that we will like all other charitable organisations free access to apply when funds are open for applications or where invited to apply by the fund holders.
- Changes in relation to provision of Electricity and Gas are linked to the Scottish Procurement operations and will be in line with pricing reviewed on a three year rolling programme.
- Where there has been successful bids for funding shown but the account for that financial projection does not show the expenditure it should be noted that the expense or the spend of the award will be shown in the following year or years dependent on the range and value of any projected development work being undertaken.
- Inflation, whilst some elements over the period of projections show an increase in line with projected inflation, others may remain static as any increase in inflation would be countered by a reduction in the outgoings due to the replacement or refurbishment of previously inadequate or inefficient equipment. Examples running costs – reduced by the replacement of all lights with LED fittings, the installation of a timeclock into the heating system to stop the need for 24/7 heating. The replacement of flooring, and renovation of areas such as foyer, new entrance to rear, Supper Room, which has reduced the requirement for ongoing repairs and maintenance. Such activities will continue as and when funding permits and this will ultimately lead to a much more efficient operation of the facility in line with the Trust's aim to improve and enhance the facility for the use of the community using funding wisely and effectively regardless of the source.
- Charity status re affirmed in relation to Water Rate Charges to maintain the zero charges in this area of expenditure.
- The Trust are aware that inflation is currently at a low figure due to Government and Banking institutions. If this current practice were to change in the short term future then the projected income and expenditure would be revisited to ensure the continued financial viability of the facility.
- Similarly, the current charges for the use of the premises will also be subject to review and in conjunction and with the cooperation of the hall users group to ensure best value and continued support for the facility.
- The income and expenditure shown for the period 2018/2019 as part of the five year plan is the actual income versus expenditure as opposed to projected and this is based on the accounts certified and approved at the Trust's AGM.

# APPENDIX 4

## Letters of support



TO WHO IT MAY CONCERN

Dear Sirs,

**The Fishermen's Hall, Buckie**

As a legal company with a long history of working with the local Buckie community, we are extremely disappointed to note the potential closure of the Fishermen's Hall. The hall has been a hub for the local community for a significant period offering a venue for community projects and events. It would be extremely devastating for the local community to lose such a venue. Our company fully supports the "Friends of the Fishermen's Hall" in their attempt to pursue what we understand to be a community asset transfer.

Director

20 April 18

Greetings,

**Letter of Support – Friends of the Fishermen's Hall**

Throughout Moray there are networks of community groups known as Be Active Life Long (BALL) groups. These groups provide an activity to keep people active and healthy later in life whilst fostering friendships and encouraging connections to their local community. The Community Wellbeing Development Team supports BALL groups which are vital to creating flourishing connected healthier communities. In order for this to happen, community venues are essential to hosting community groups and activities.

Currently Buckpool BALL group use the Fisherman's Hall on a Wednesday morning 10am till noon. They are one of our largest groups thanks to the hall capacity and fabulous BALL leaders.

Therefore the Buckpool BALL group would like to show their support for a Community Asset Transfer so the building remains open to the community.

Yours sincerely

TO WHO IT MAY CONCERN

back and support Friends of the Fisherman's hall working on behalf  
of the community of Buckie.

Kind regards

Dear Friends of the Fishermen's

As users of the Fishermen's Hall we would like to show our support to you during the CAT process. We look forward to your future fundraising events and following your progress. Thank you for trying your best to save the Fishermen's Hall for our community.

Yours Sincerely

5/4/18

Dear Friends of Fisherman's Hall,

We would like to show our support for the CAT by Friends of the Fisherman's Hall. This will provide a great opportunity for the community of Buckie and surrounding area. Hopefully the support will come from the whole community and will be a huge success.

Your Sincerely

4<sup>th</sup> April 2018

Dear

**supports friends of the Fisherman's Hall**

I am writing to you on behalf of \_\_\_\_\_ regarding Buckie  
Fisherman's Hall and showing our support towards Friends of the Fisherman's  
Hall.

The hall is important to us as a choir when performing our concerts due to the  
following reasons;

- **acoustics**
- **size of hall**
- **location as it is very central in Buckie**
- **no other hall in Buckie compares**

We strongly support the role the Fisherman's Hall plays in the community and  
believe in your moto of "**One Community, One Voice, One Vision.**"

The hall is an asset to everyone in Buckie and the surrounding areas, any  
changes to the current system would leave groups such as ourselves in a poor  
position.

Yours sincerely

## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

Friends of the Fishermen's Hall  
Buckie

Buckie, 9<sup>th</sup> April 2018

Letter of support

I am writing to offer my wholehearted support to the Friends of the Fishermen's Hall which is working on behalf of the community of Buckie.  
This support will be provided through music events organised at the Fishermen's Hall.

Sincerely

**Sent:** 10 April 2018 15:30  
**To:** friends@thefishermenshall@outlook.com  
**Subject:** Message of support

Good afternoon,

I am contacting you on behalf

As a group we think the Fisherman's Hall is an important asset to the town of Buckie and we commend the people working to retain this facility for our community.

Regards

6th April 2018

Dear Friends of the Fisherman's Hall,

I would like to show my support to the Friends of the Fisherman's Hall group. The community of Buckie needs the Fisherman's Hall and the work that the group is doing to save the Fisherman's Hall for the people of Buckie is amazing. I am hopeful that the council sees the great work being done to save our **COMMUNITY** Hall.

With Regards

## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

13<sup>th</sup> April, 2018

Dear Sir/Madam,

As you are aware, The Friends of The Fishermen's Hall is a community led group, formed by public volunteers from various backgrounds, to pursue a CAT (community asset transfer) of the Fishermen's Hall.

As a committee we want to see the hall remain part of our vibrant community, and be around for many generations for years to come. This will be achievable through hard work, sheer determination and the back up and support of the public, local groups and local businesses.

For the past few weeks we have been informing and consulting with the community and gathering views and opinions by paper survey, online survey and through public engagement at our first fundraising event. Working collaboratively as a community will help us achieve our purpose.

Community support plays a vital role in our purpose. "One Community, One Voice, One Vision".

Therefore, we are asking if you can show your backing for the Friends of The Fishermen's Hall, and consider writing a letter of support. This would go a long way to strengthening our case and purpose.

Thank you in anticipation of your support.

Yours faithfully,

I am writing on behalf of the  
to show our support for the  
Friends of the Fishermans Hall. We are behind  
them all the the way for the selfless work they  
are doing on behalf of the community giving up  
their time and we will help them any way we  
can. The Hall should be for the good of the  
whole community not just one group. On behalf  
of the yours  
sincerely

Dear Sir/Madam,

I am writing today on behalf of \_\_\_\_\_ in support of The Friends of the Fishermen's Hall group regarding the upcoming community asset transfer. Our committee is delighted to see a community group working to keep the hall open for everyone in the Buckie and surrounding areas. The fishermen's hall has always been and will continue to be a vital part of the Buckie Heritage and with your hard work and determination we hope to see the hall flourish for future generations to come.

Sincerely

# APPENDIX 5

## Community consultation feedback charts

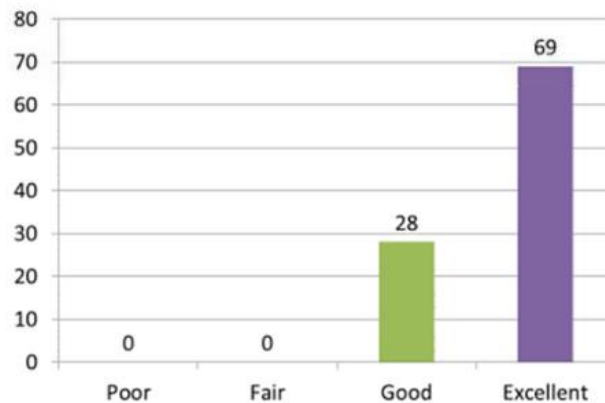


## ***FISHERMEN'S HALL USER GROUPS SURVEY***

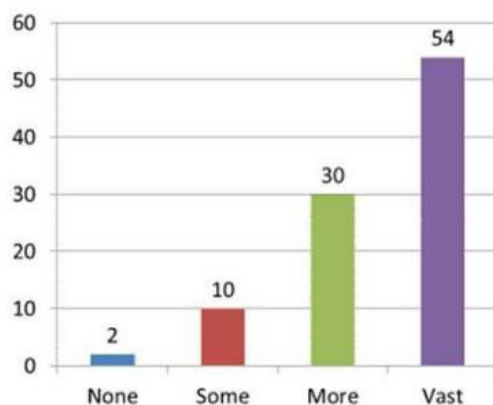


*Paper surveys were given to hall user groups and the following graphs show the responses of this Survey. In total 99 Surveys were completed.*

Since the Fishermen's Hall Trust took over the lease, how do you feel the trust has run the operational side of the hall?

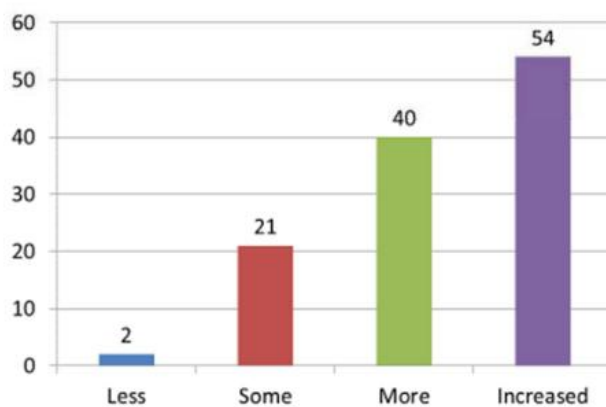


Have you seen many changes and if so, what have you seen?

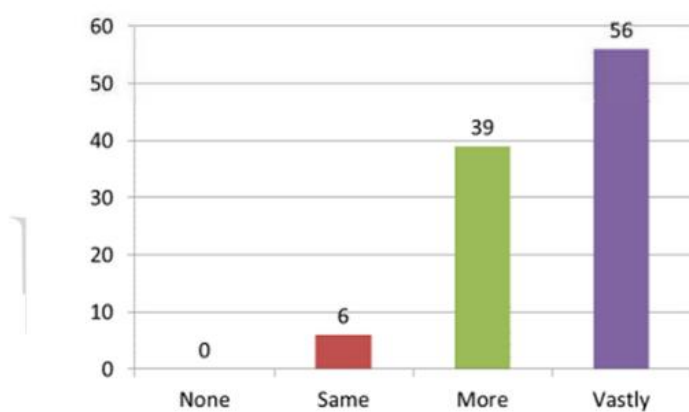


Changes seen: Better management, cheaper, more inviting front entrance, more events, well organised kitchen, conference room renovation, pricing, wifi

Have you used the hall facilities more since the lease takeover?



Has the Fishermen's Hall improved or continued to be the same as previous management?

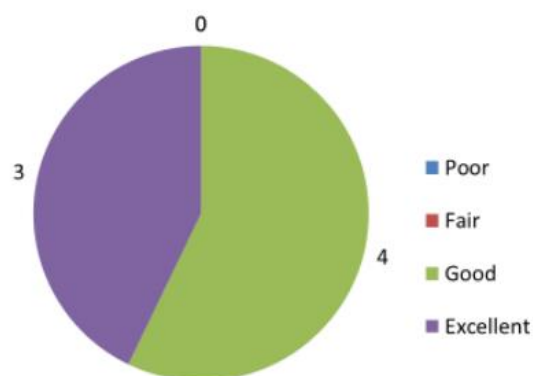


## ***FISHERMEN'S HALL NEIGHBOURHOOD SURVEY***



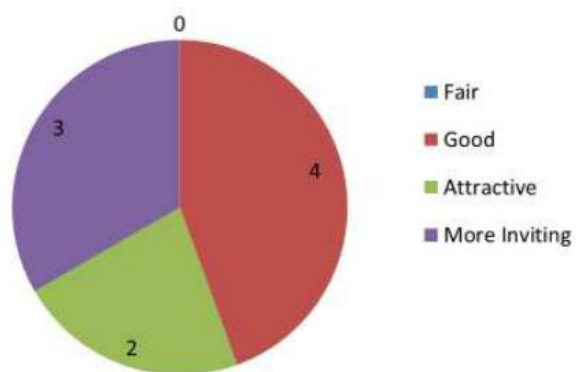
*Paper surveys were delivered to neighbouring streets of the Hall and the following graphs show the responses of this Survey. 7 Responses were received.*

How do you think the Fishermen's Hall is now since the Trust took over the lease and the running of the community premises?

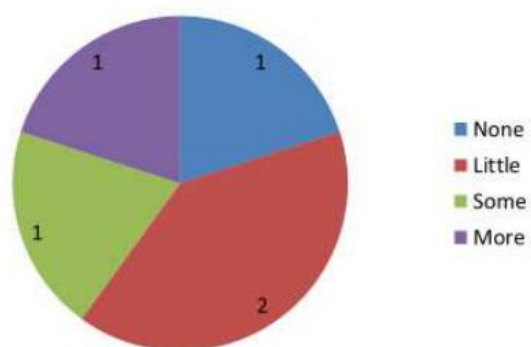


## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

How do you see the frontage of the building now?

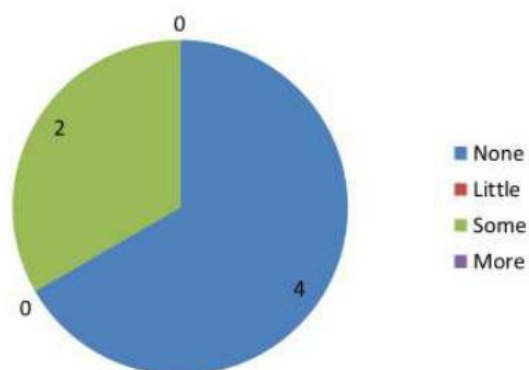


Would you like to see any further improvements to the Fishermen's Hall?



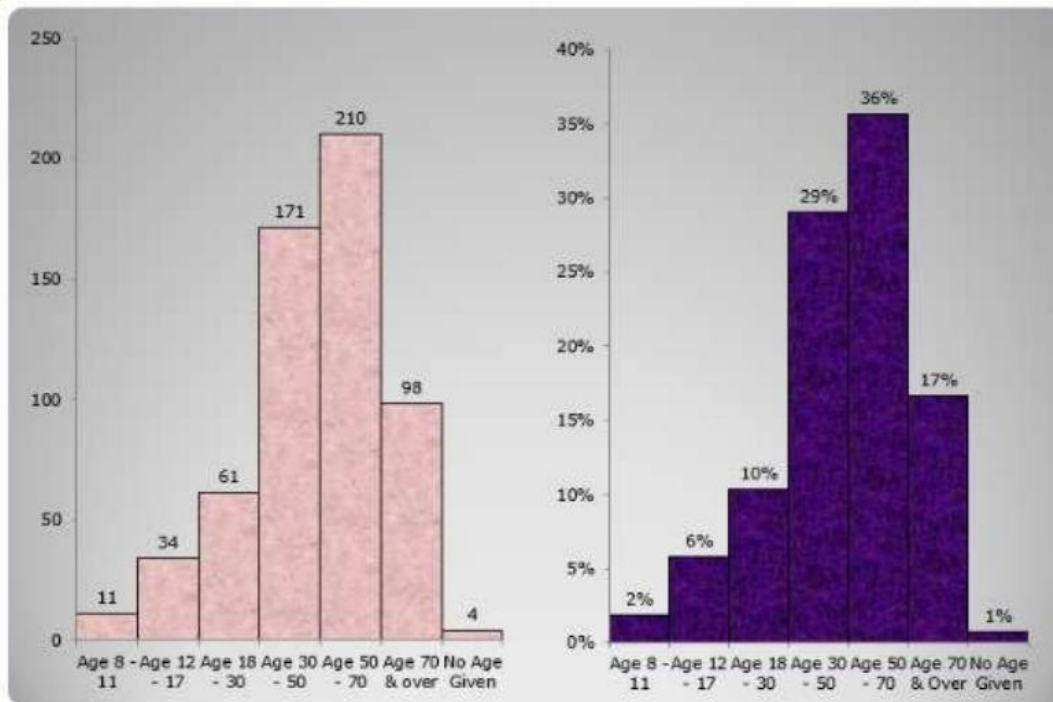
## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN

Can you help with any further developments or ideas for the Fishermen's Hall Group?

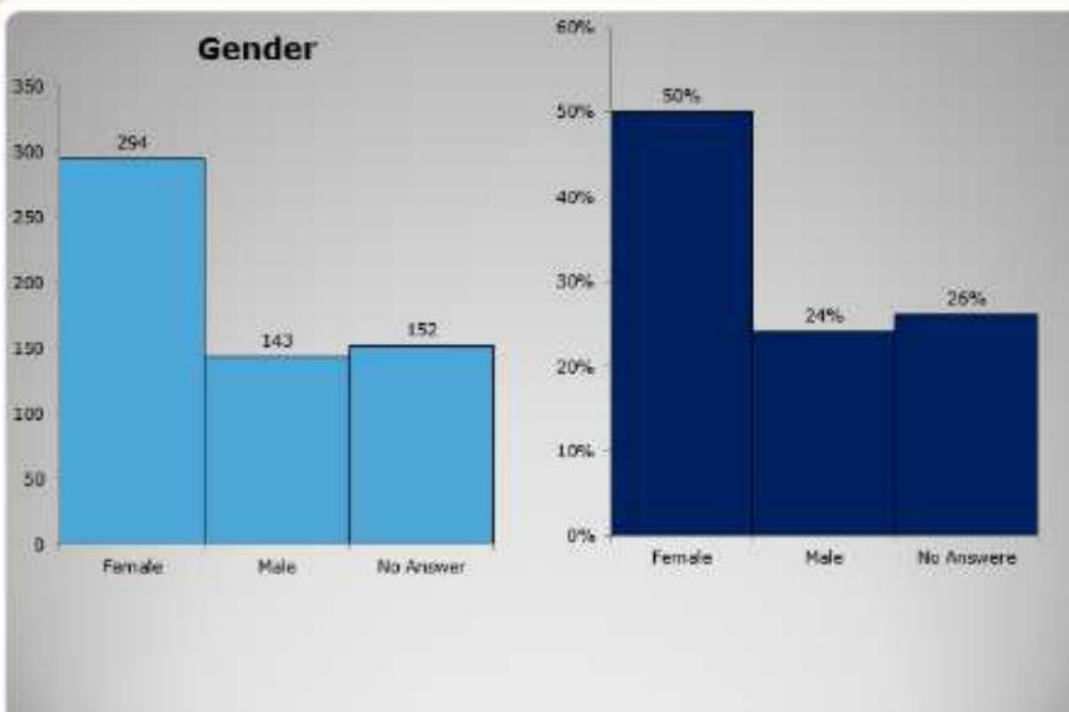


Suggestions for improvements for the hall from participants included: Kitchen, Lighting, Toilets, Heating and for the group to encourage hall users to use adjacent car parking facilities.

## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN



**Age Of Participants**



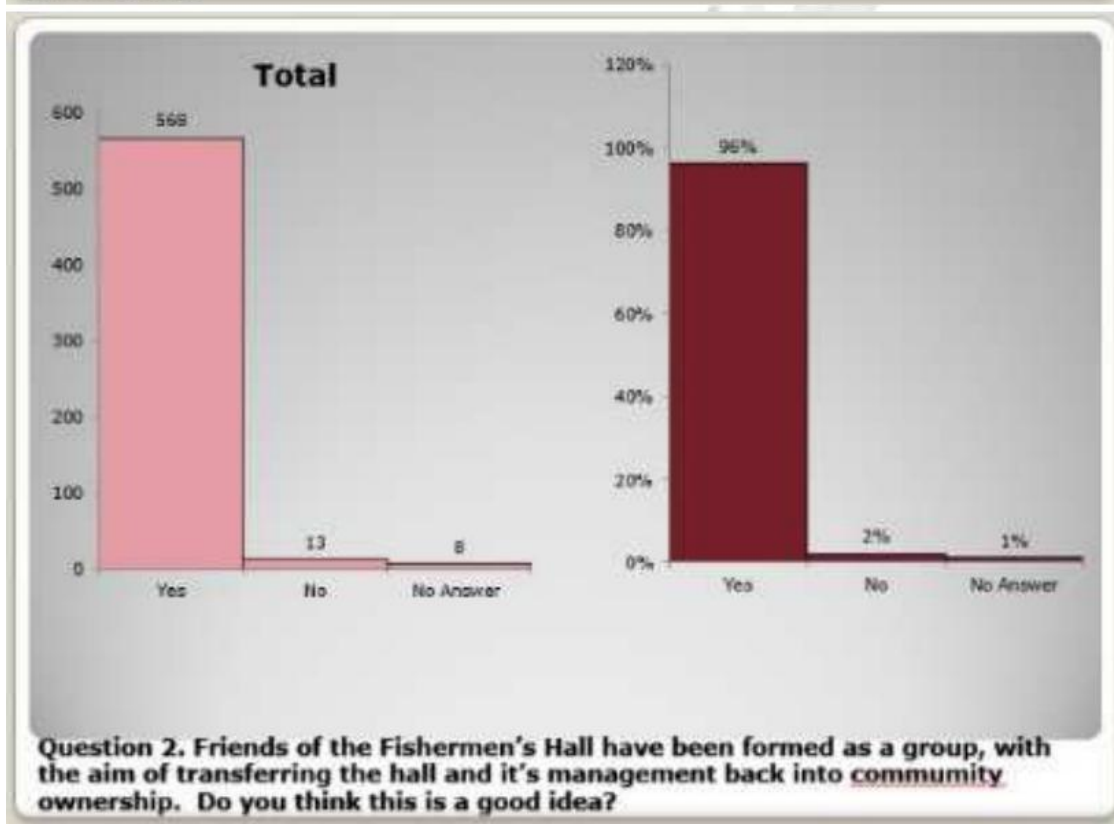
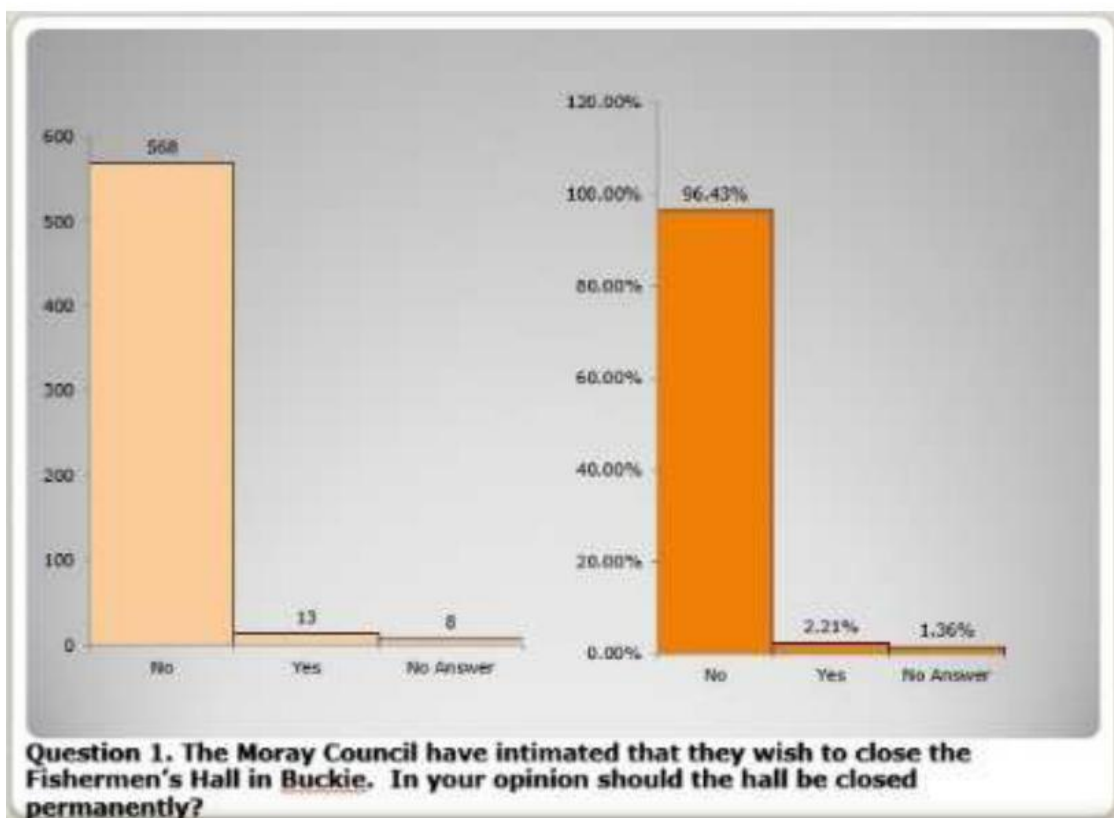
**Gender**

## FUNDRAISING FOR THE HALL

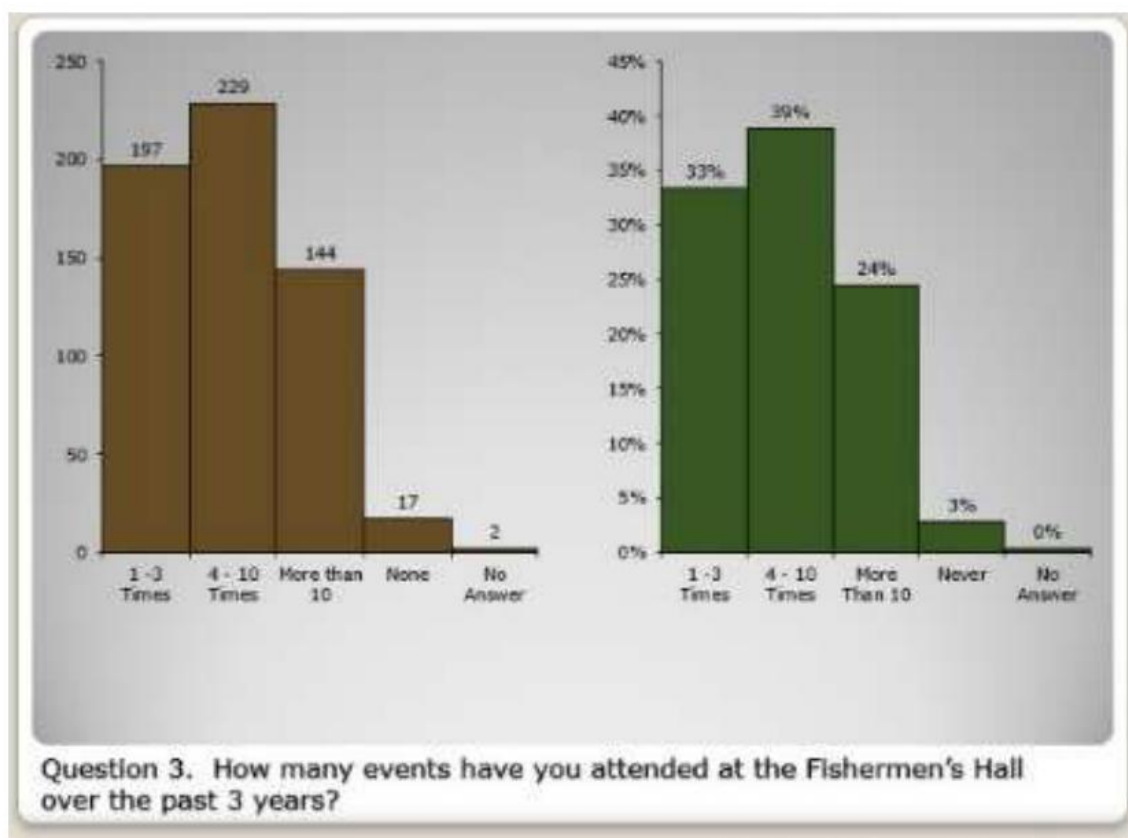
*Do you have any suggestions/tips/strategies to help raise funds to improve the hall and maintain a high level of facilities?*

Notice board in hall with what's of Public Events	Cheese & Wine Night	Darts/Pool Competitions	Fashion Show
Sporting Dinner	Volunteers To Get Work Done/To Save Money	Indoor Car Boot Sales	Music – Through The Ages
Youth Club	Big Band Nights	Talent Evenings	Better Advertising
Marathon Performance (24 hr)	Quiz Nights	Bonus Ball – Weekly/Monthly	Sponsored Walk
Permanent Bar	Halloween Parties	Farmers Market	Dinner Dance
Cinema Nights	Foreign Movies	St. Andrews Night	Football Pools
Wedding Fairs	Dancing	Craft Fairs	Jumble Sale
50/50 Club	Burns Night	Antiques Fair	Craft Clubs
Dog Shows			

## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN



## THE FISHERMEN'S HALL TRUST - BUSINESS PLAN



### NEEDS OF YOU OR YOUR GROUP

Please identify the type of facilities that you or your group requires to enable it to function effectively for its members.

Sliding/Automatic doors	Wifi/Internet	Better Lighting	Replace Balcony	Fully Equipped Kitchen
Ticket Office	Online Presence	Better Storage Facilities	Better Segregation	Shower Rooms
Marquee for Community Hire	Lighting Systems	Better Access	Changing Rooms	Interactive Smart Board
Social Cafe/Tea Room	Group Lockers	Heating Upgrade	Room Splits/Shutters/Folding Door	Larger Access Doors

**MANAGEMENT OF THE HALL IN THE FUTURE**

How do you or your group see the hall being managed to sustain its future?

**Charitable Status Not For Profit**

**Holiday Programme For Kids**

**Volunteer Sub Groups Needed**

**Christmas Kraker Here This Year**

**Involve Schools In Activities**

**Price Reduction/More Would Use**

**Renewable Energy**

**Use Volunteer Tradesmen or Caretaker P/T With Skills**

**Cafe Through Back As A Social Kitchen, Meals on Wheels/Food Bank**

**Represented by the Community**

**Success Of The Building Breeds Success**

**Involve Children And Young People**

**Reduce Maintenance Costs By Better Isulation/Heating/Lighting**

**Charity & Social Enterprise/EG. Training Venue/Conferences**

**Paid Manager Driven By Success**

**Smaller Room Could Be Used For Variety of Purposes**

**Better Use of Spae To Maximise Letting Potential And Earnings**

**Committee To Run Building. Need A Local Caretaker**

**Meals On Wheels Venture**

**Advertising**